

OCTOBER 2002

neighborhood improvement plan

Blackford



STRONG NEIGHBORHOODS INITIATIVE



Blackford: Vision for the Future

EARLY IN THE PLANNING PROCESS, COMMUNITY WORKSHOP PARTICIPANTS AND NEIGHBORHOOD ADVISORY COMMITTEE MEMBERS DESCRIBED A SHARED VISION FOR THE BLACKFORD NEIGHBORHOOD'S FUTURE. THE FOLLOWING PASSAGE DESCRIBES BLACKFORD AS RESIDENTS ENVISION IT IN TWENTY YEARS.

Blackford 2022...

The Blackford neighborhood has a strong, positive identity that residents are proud of.

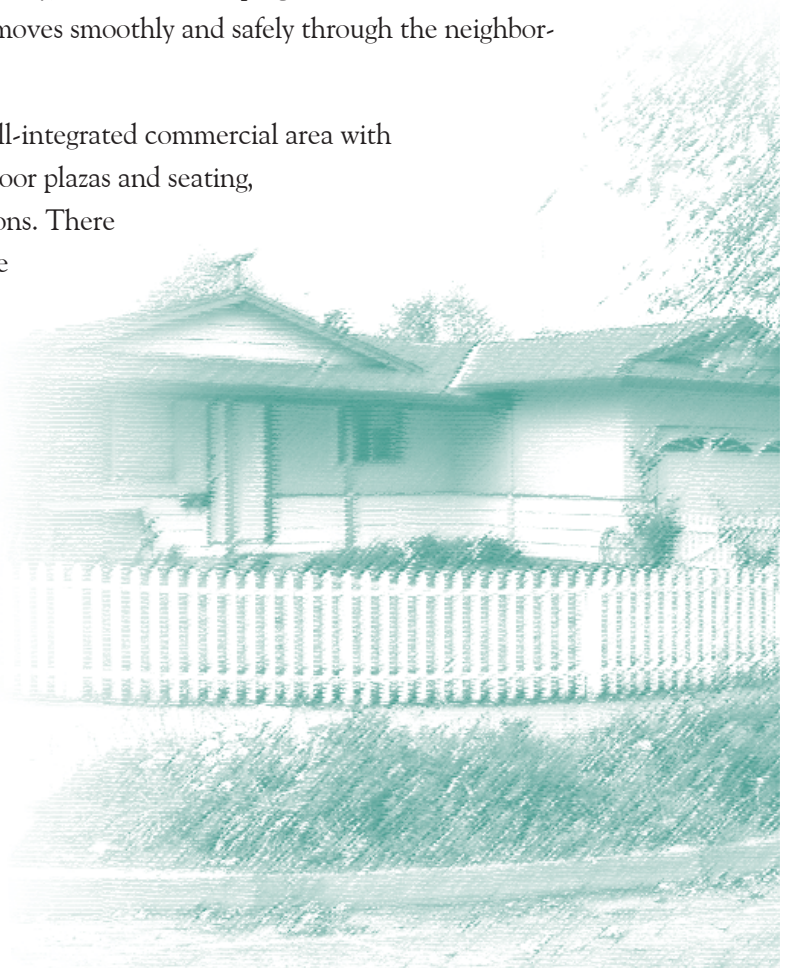
Residential areas are attractive, clean and safe. Neighborhood lighting, street trees, well-maintained sidewalks and paving, and efficient pedestrian connections contribute to a pleasant and friendly street environment.

Primary thoroughfares in the area (Blackford Avenue, Williams Road, Payne Avenue, Saratoga Avenue, Boynton Avenue and San Tomas Expressway) feature landscaping and attractive bus shelters. Traffic-calming measures ensure that traffic moves smoothly and safely through the neighborhood.

The Maple Leaf Shopping Center is a thriving well-integrated commercial area with attractive, well-maintained building facades, outdoor plazas and seating, landscaping, and convenient pedestrian connections. There is efficient access to the retail center and adequate parking to support its commercial vitality. The center is home to many successful neighborhood-serving businesses, including a neighborhood specialty market and a local café with outdoors eating and a small-scale space for performances.

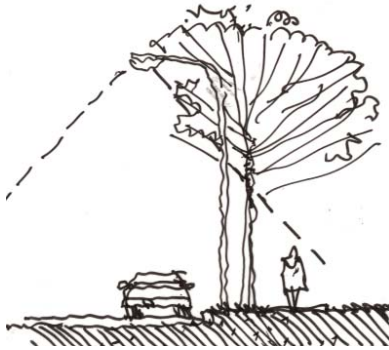
Blackford offers a healthy environment for children and teens, with access to playgrounds, a teen center, a public swimming pool, sports fields, and space for performance venues. There are also numerous recreational programs for youth.

Residents enjoy the outdoor spaces, such as neighborhood parks, tot lots, dog-friendly parks and community gardens.



Executive Summary

The *Blackford Neighborhood Improvement Plan* was developed as a partnership between residents, businesses, and the City of San José as part of the Strong Neighborhoods Initiative launched in January 2002. Blackford community members identified goals that would bring about positive changes and help the neighborhood achieve its vision:



Enhancing public lighting levels is a key neighborhood improvement goal.

Goal A: Improve Circulation and Parking;

Goal B: Enhance Streetscape and Pedestrian-Friendly Environment;

Goal C: Develop Parks and Open Space;

Goal D: Enhance Community Facilities;

Goal E: Revitalize Retail;

Goal F: Beautify the Neighborhood; and

Goal G: Strengthen Community Organization and Involvement



Creating a more pedestrian-friendly environment is an important aspect of the neighborhood vision.

These goals now form the foundation of an action plan that includes 89 specific actions for improving the neighborhood.

Through a series of community and Neighborhood Advisory Committee meetings, Blackford residents prioritized these actions and selected the following as top priorities to focus resources towards in the neighborhood:

1. Enhance public lighting levels (including lights on private property that help illuminate public areas) as needed throughout the community.
2. Ensure access for youth and teens to recreational facilities within the Service Area.
3. Develop and implement a strategy for improving appearance, site design, business mix and pedestrian access at the Maple Leaf Shopping Center.
4. Improve the appearance, level of maintenance and parking issues at the convenience center at Williams Road and Boynton Avenue.
5. With the cooperation of willing property owners, create a street tree planting plan and a phased planting and replacement program.
6. Conduct traffic calming studies and develop traffic calming strategies focused on three primary areas: Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Road and Moreland Discovery School.
7. Create new community garden plots and a dog park through joint-use agreements for use of open space owned by non-City agencies and organizations, as possible.
8. Develop and implement a strategy for improving the appearance of buildings, and the quality of landscaping, open space and parking at the Colonial Gardens Apartments.
9. Assess and resolve any potential storm drain issues in the following areas: Colonial Gardens alleys (Waterbury Court, Bridgeport Court, Cape Cod Court); Flora Avenue; Barrymore Drive; Williams Road/Boynton Avenue; Hibiscus Drive; Demille Drive; Teale Avenue; Rosalia Avenue; Keltner Avenue; and Maple Leaf parking lots.
10. Develop and implement an improvement strategy/plan for Underwood Apartments.



Access to additional community garden plots is a high priority for residents.



Community members hope to create a dog park or designate public spaces where dogs can play.

Acknowledgements

The following people are gratefully acknowledged for providing valuable assistance in the development of the Blackford Neighborhood Improvement Plan.

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***A special thank you to all Blackford Neighborhood
Community Workshop participants!***

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BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

Introduction

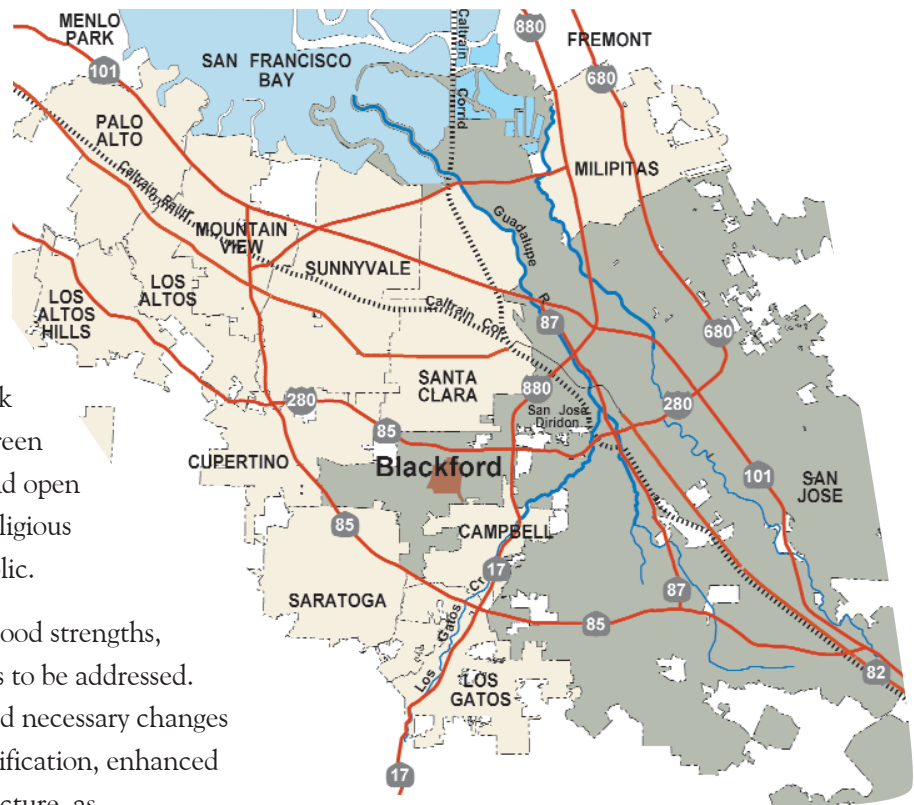
Background

The Blackford neighborhood is predominantly residential, home to people of diverse socioeconomic and cultural backgrounds. Community members value the people who make up their neighborhood, and are especially appreciative of those residents who have been instrumental in making positive changes to the area.

The Blackford neighborhood is primarily made up of single and multi-family residential neighborhoods, with several small commercial pockets. Residents benefit from convenient access to local retail, such as grocery markets and good restaurants. They also enjoy nearby recreational resources, such as Starbird Park and community facility, the Green Thumb community garden, and open space that local schools and religious institutions share with the public.

In addition to these neighborhood strengths, there are significant challenges to be addressed. Community members identified necessary changes related to neighborhood beautification, enhanced pedestrian safety, and infrastructure, as well as retail and housing revitalization.

In order to meet neighborhood improvement goals, the City of San José, the San José Redevelopment Agency, and the Blackford community joined in a strategic planning process that established a shared vision for the neighborhood (see Blackford:



Blackford in relation to the greater Bay Area.

Vision of the Future on page i). That vision serves as the foundation of this *Plan*, to direct and coordinate future planning decisions, guide physical changes in the neighborhood, and identify needed community services.

This *Plan* documents specific types of neighborhood changes that participants expressed a strong interest in, or voiced consensus around. The improvement concepts and actions described in the *Plan* reflect the community's desired future.

Many of the improvements suggested do not currently have funding available. This *Plan* serves as Blackford residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is not available, the *Plan* provides the direction in which City staff and community organizations can focus their search for funds to make improvements that are a high priority for the community.

There are several funding sources that could be utilized to begin implementation of neighborhood improvements identified in this *Plan*. The Mayor and City Council have earmarked a minimum of \$120 million dollars to be allocated to Strong Neighborhoods Initiative projects city-wide over the next five years. Funding from this source is limited to areas within the adopted Redevelopment Area. This is an important distinction in Blackford and is more fully discussed on page 10. Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvement. Other potential funding sources have been identified for each of the improvement actions that make up the Strategic Action Plan (see the Action Matrix in the *Strategic Action Plan* section of this document).



Councilmember Linda J. LeZotte talking with community members at a Workshop.

Planning Process

The planning process to develop the *Blackford Neighborhood Improvement Plan* included many community meetings and over nine months of hard work by community members, City staff, and planning consultants. A Neighborhood Advisory Committee (NAC) made up of Blackford community members was formed to guide the development of the improvement plan. The Neighborhood Advisory Committee met with City and County staff and planning consultants eight times over the course of the plan development process.

The planning process, while led by the City, was designed to facilitate community consensus around a shared vision for the future of the Blackford neighborhood. It was also designed to develop implementation actions to successfully achieve that vision. The planning process, summarized below, was divided into the following five phases.

■ PHASE I Assessment of Existing Conditions & Vision Development

Residents, business owners, property owners and City staff identified the challenges, assets, and opportunities facing the Blackford community. The goal of this phase of the process was to understand the current physical, economic and social conditions in the Blackford neighborhood and to develop a shared vision for the future of the neighborhood. A community-wide meeting was held on January 22, 2002 to kick-off the Blackford Strong Neighborhoods Initiative. A Neighborhood Advisory Committee meeting was held on February 7, 2002 to initiate the strategic planning process and gather input related to assets, challenges and vision themes. The first community workshop was held on February 23, 2002.



NAC Chairs, Dominic Guido and Linda Zapien, with Council Assistant Adrianna Rivas.



Recording participants' ideas during a community workshop.



Residents gather for a walking tour of the Blackford neighborhood.



NAC members assessing potential neighborhood improvements.



Workshop participant selecting neighborhood priorities.

■ PHASE II Development of Alternatives, Actions, and Priorities

The second phase of the process focused the efforts of the community on developing specific improvement actions and alternatives to bring the community's vision to reality. Neighborhood Advisory Committee members and other community members convened for a neighborhood walking tour on March 9, 2002 to examine Blackford's challenges and potential opportunities up-close.

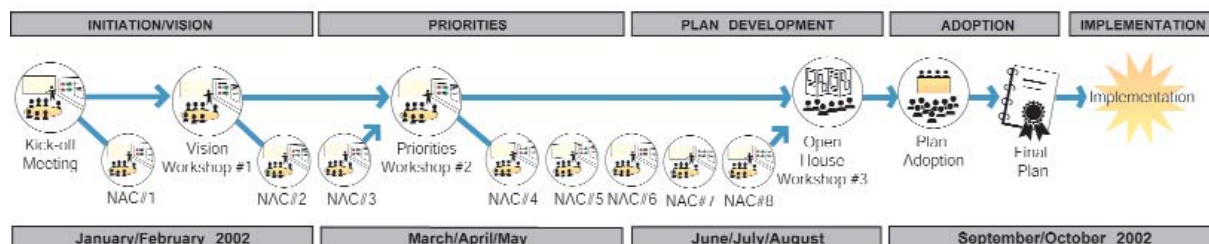
In addition, this phase initiated the process of prioritizing the proposed actions and alternatives. Initial actions were proposed at the Neighborhood Advisory Committee meeting on March 14, 2002. Residents reviewed the emerging vision for the neighborhood and prioritized actions for neighborhood improvement during the April 24, 2002 community workshop.

■ PHASE III Draft Improvement Strategies

Four Neighborhood Advisory Committee meetings were held over spring and summer, 2002 to continue review of the improvement strategies and begin to refine the initial plan concept (April 11, May 9, June 13, and July 16).

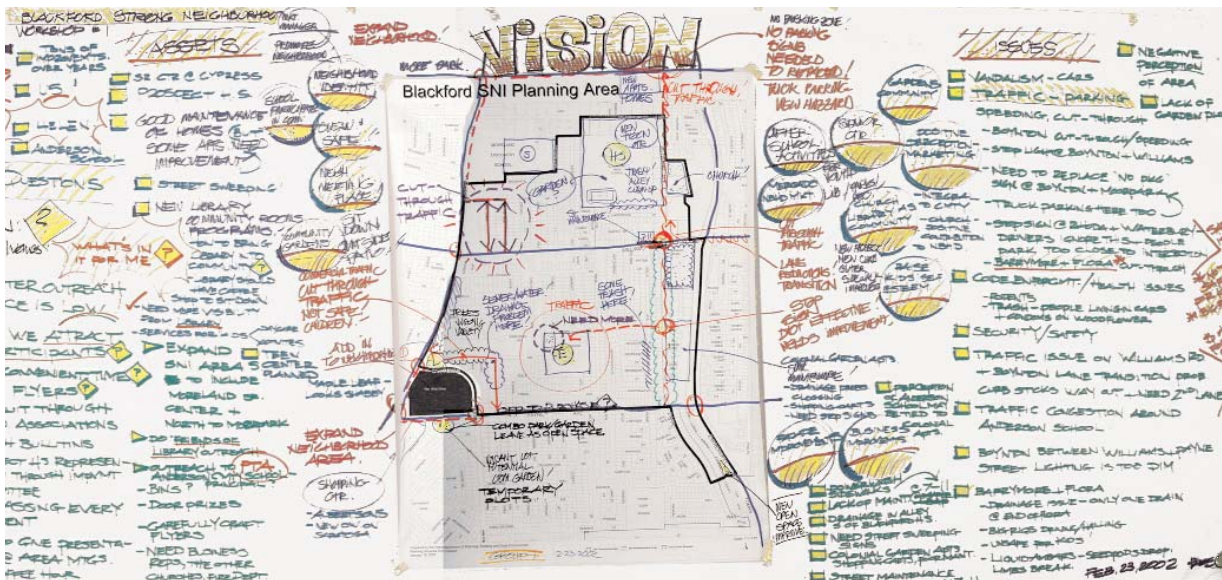
■ PHASE IV Draft Plan

Based on community input provided during Neighborhood Advisory Committee meetings and workshops, improvement strategies were incorporated into a comprehensive Action Plan with top pri-



Strong Neighborhoods Initiative planning process schedule.

The final phase of the planning process consisted of the *Improvement Plan's* review and adoption. A last Neighborhood Advisory Committee met on September 12, 2002 to finalize the Draft *Improvement Plan* before formal adoption. This finalized *Plan* was then presented to the community-at-large through a widely advertised Open House, also on September 12 directly following the NAC meeting. Finally, the *Plan* was brought to the Planning Commission on October 9 and City Council on October 15 for approval and adoption.



Strong Neighborhoods Initiative

The success of this plan relies on a participatory process and on implementation of proposed neighborhood improvements. Both of these are part of a larger citywide goal: to listen to San José residents' ideas for neighborhood improvement, connect neighborhoods to resources, and respond to neighborhood priorities. This goal is an integral part of the Strong Neighborhoods Initiative, launched in July 2000.

The Strong Neighborhoods Initiative is a partnership between the City Council, the Mayor, and San José residents and business owners to strengthen the City's neighborhoods. This initiative aims to improve neighborhood conditions, enhance community safety, improve community services, and strengthen neighborhood associations. The Blackford neighborhood is one of 20 planning areas in San José specified as a Strong Neighborhoods area.

The Strong Neighborhoods Initiative process is made up of two stages: planning and implementation. The planning stage includes the development of 20 neighborhood improvement plans and the formation of a Redevelopment Project Area. The implementation stage involves proactively carrying these neighborhood improvements (such as creation of parks, improved community services, and improvement projects) to fruition. The Initiative is funded through resources from the City of San José, the Redevelopment Agency, private investments, and public-private partnerships.

To guide the planning process, each Strong Neighborhoods Initiative area formed a Neighborhood Advisory Committee (NAC) made up of residents, property owners, business owners, school representatives and other community members and stakeholders. The Blackford NAC was made up of 26 members, representing these broad interests in the community. NAC members made a commitment to the project, met regularly to provide guidance to City staff and planning consultants, acted as representatives for the Blackford community, and helped develop the content of the neighborhood improvement plan.



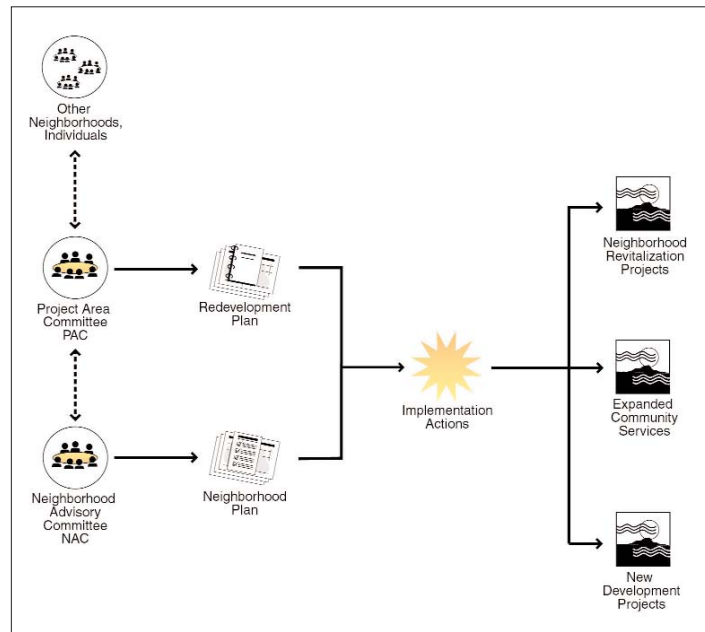
Department of Transportation representative listening to residents' suggestions during a workshop.

Redevelopment Process

In order to provide at least a portion of the funding required to implement Neighborhood Improvement Plans, a Redevelopment Project Area made up of all 20 Strong Neighborhoods Initiative neighborhoods was formed. This Redevelopment Project Area is necessary to leverage redevelopment funds into the neighborhood improvements.

A Project Area Committee (PAC) representing all 20 neighborhood areas was assembled to oversee the development of the Redevelopment Plan and make recommendations to the Mayor and City Council. The PAC, which is required by Redevelopment law, is a committee of 52 members made up of residents, property and business owners, and representatives from community organizations. Thirty-five members (consisting of 13 home owners, 17 tenants and five business owners) were selected in at-large mail-in elections in March and April of this year. The remaining 17 members were appointed by the City Council from community organizations throughout the City.

The City Council confirmed all 52 PAC members on June 12, 2001. The PAC member representative from the Blackford Strong Neighborhoods Initiative area is Doug Ownbey.



Strong Neighborhoods Initiative committee structure, process and products.

BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

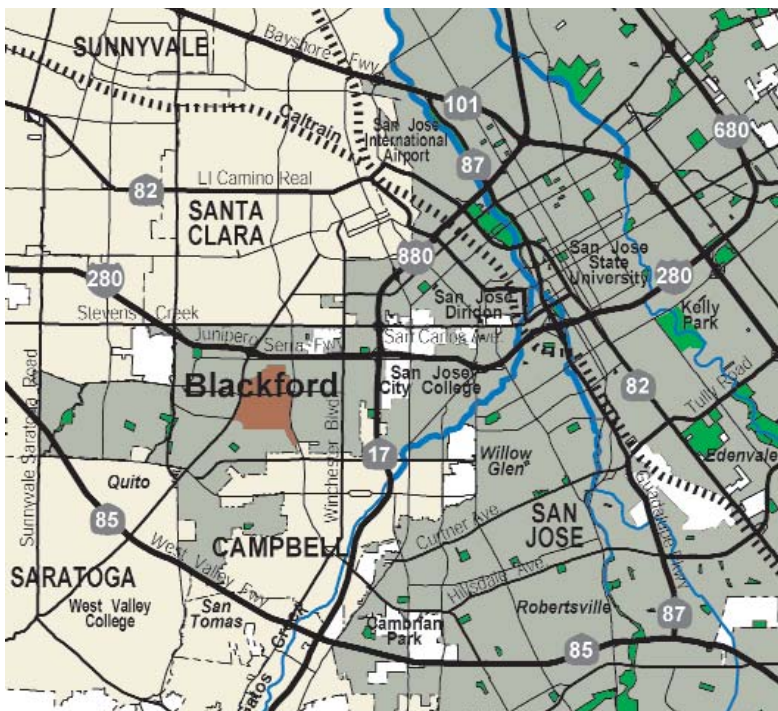
Neighborhood Profile

Context¹

Blackford is one of the many culturally and ethnically diverse neighborhoods found in the City of San José. San José was the site of California's first civilian settlement (Pueblo de San José), founded in 1777. It is now the third largest city in California and eleventh largest in the country. The city more than doubled its population between 1970 and 2000 and its diversity increased as well. The size of its Hispanic and Asian communities has increased considerably more rapidly than the overall population and the city is now home to many different ethnic groups.

Information technology and manufacturing have been central to San José's economy, where the median income is ranked third highest in the country. The city also boasts 300 sunny days per year and the lowest crime rate of any city with a population over 250,000.

¹ 2000 U.S. Census.



Blackford neighborhood Bay Area context.



Single family residential.



Multi-family housing.



Commercial pocket.

Blackford Strong Neighborhoods Initiative Area

The Blackford Strong Neighborhoods Initiative area is located just south of Interstate-280 and Blackford Avenue, between Saratoga Avenue and San Tomas Expressway. Payne Avenue roughly forms the southern boundary of the planning area, and the City of Campbell lies just farther south. A narrow segment of the planning boundary extends south beyond Payne Avenue, taking in the multi-family residential lots between Darryl Drive and San Tomas Aquino Parkway (See Figure 1).

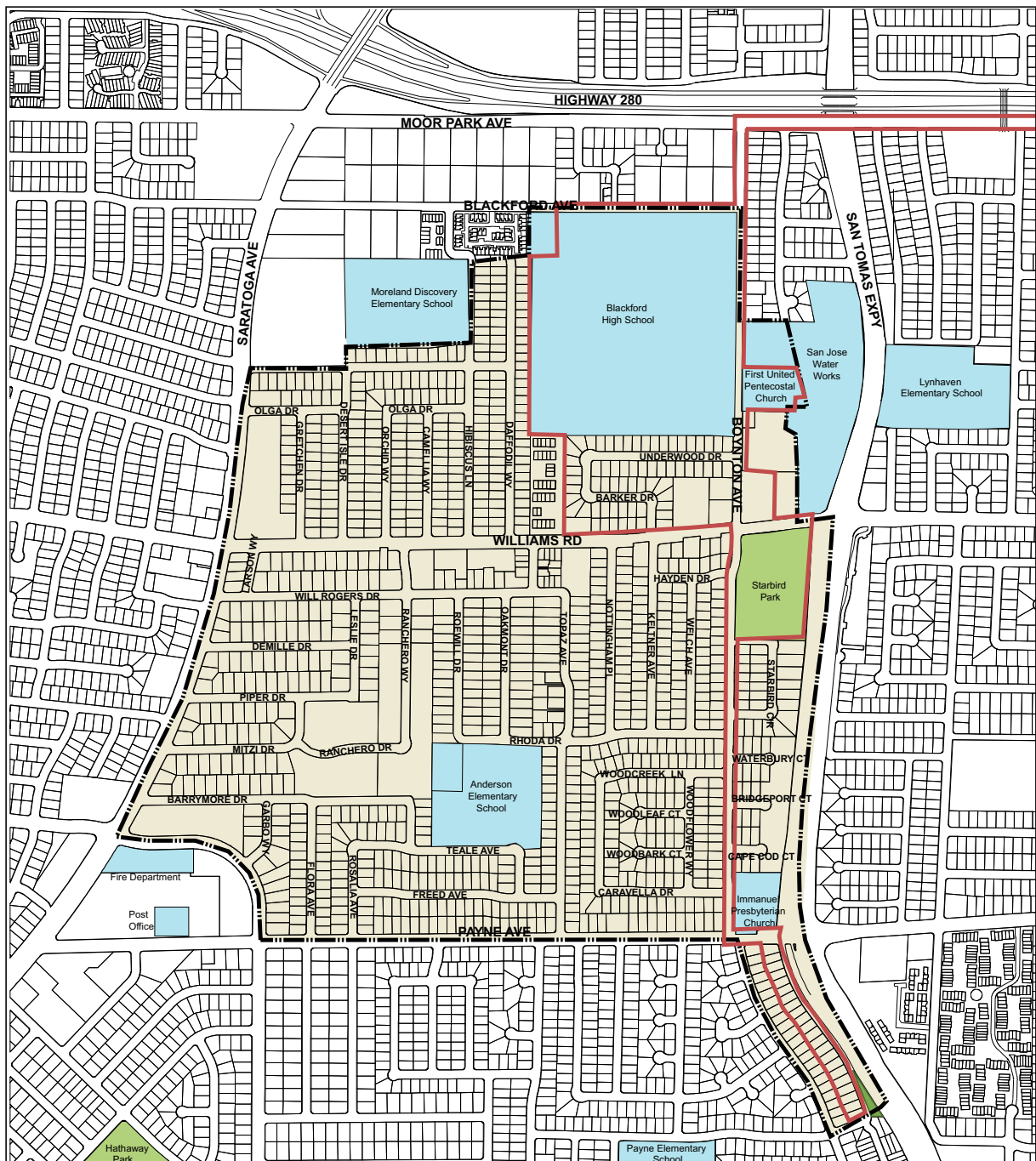
The Blackford Strong Neighborhoods Initiative area is composed primarily of residential neighborhoods, with both single family and multi-family housing. Small, mixed use retail/office commercial pockets are concentrated along Saratoga Avenue between Barrymore Drive and Will Rogers Drive, and at Williams Road/Boynton Avenue. Two schools are located in the neighborhood: Anderson Elementary School and Blackford High School (which currently operates as a continuation school). Moreland Discovery School, Lynhaven Elementary School, and the West Valley Branch Library are located just outside the Blackford Strong Neighborhoods Initiative area.

The designated Redevelopment area, which is eligible for San José Redevelopment Agency money as described on page 2, makes up just a portion of the overall Strong Neighborhoods Initiative planning area in Blackford. In general, the Redevelopment area includes Blackford High School, the Underwood Apartments and convenience center between Blackford High School and Williams Road, Boynton Avenue, Starbird Park, and the multi-family parcels that abut San Tomas Aquino Parkway.

Saratoga Avenue connects the Blackford neighborhood to Santa Clara to the north, and to the City of Saratoga to the south-west.

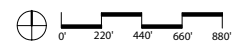
San Tomas Expressway, the major corridor running along the eastern edge of the Blackford neighborhood, connects the neighborhood to north San José and Milpitas.

There are a number of neighborhood associations in the Strong Neighborhoods Initiative planning area, including the Boynton Neighborhood Association, the Colonial Gardens Association, the Underwood Apartment Association, and the newly formed Primrose Neighborhood Association. The neighborhood south of Anderson School has not organized a formal association, but this area does have many residents who are active in the community. Blackford also has strong faith communities who contribute to neighborhood improvement and community-building efforts.



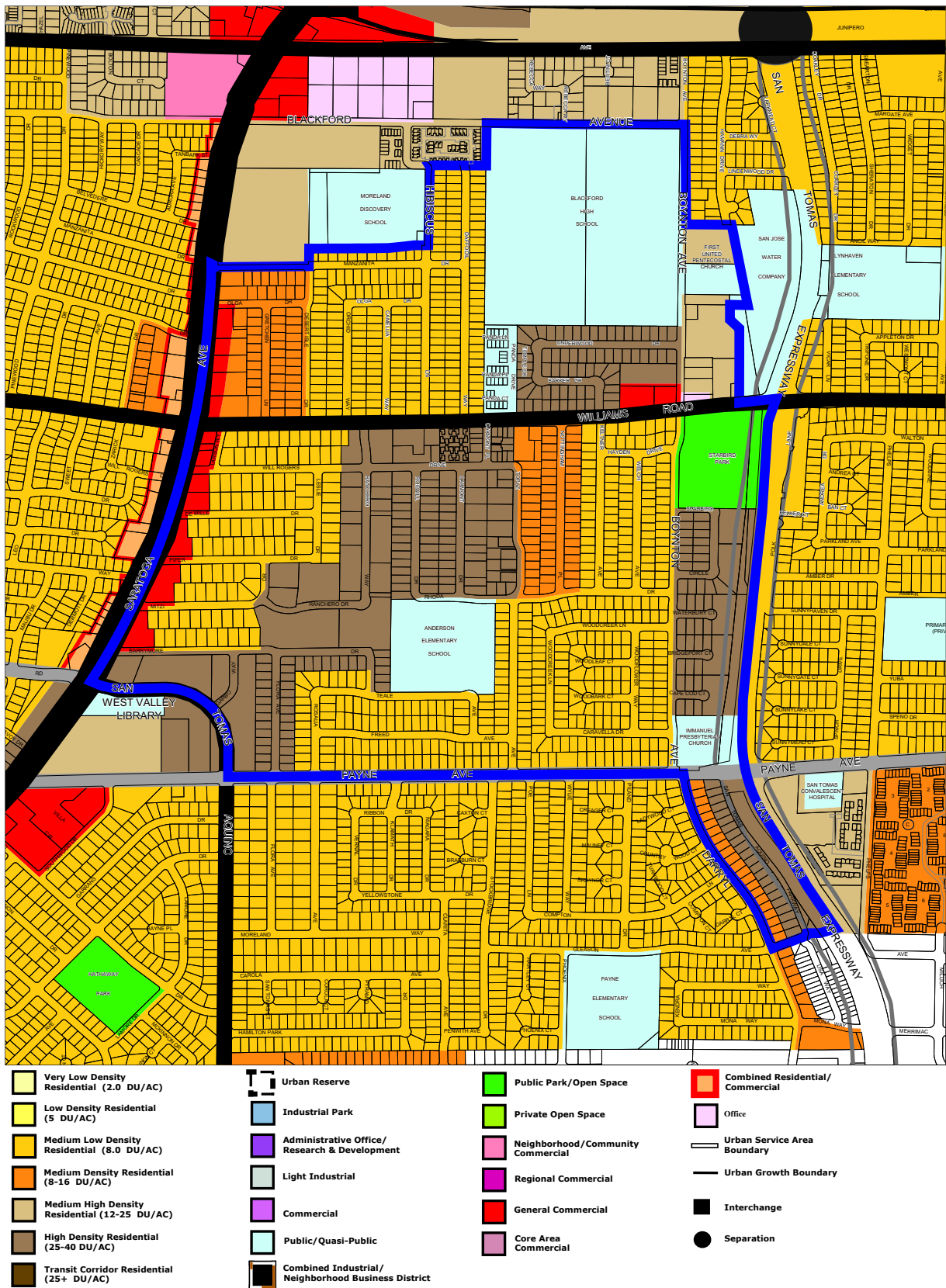
LEGEND

- Strong Neighborhoods Initiative Area Boundary
- SNI Redevelopment Area
- Existing Parks and Open Spaces
- Public/Quasi-Public Use



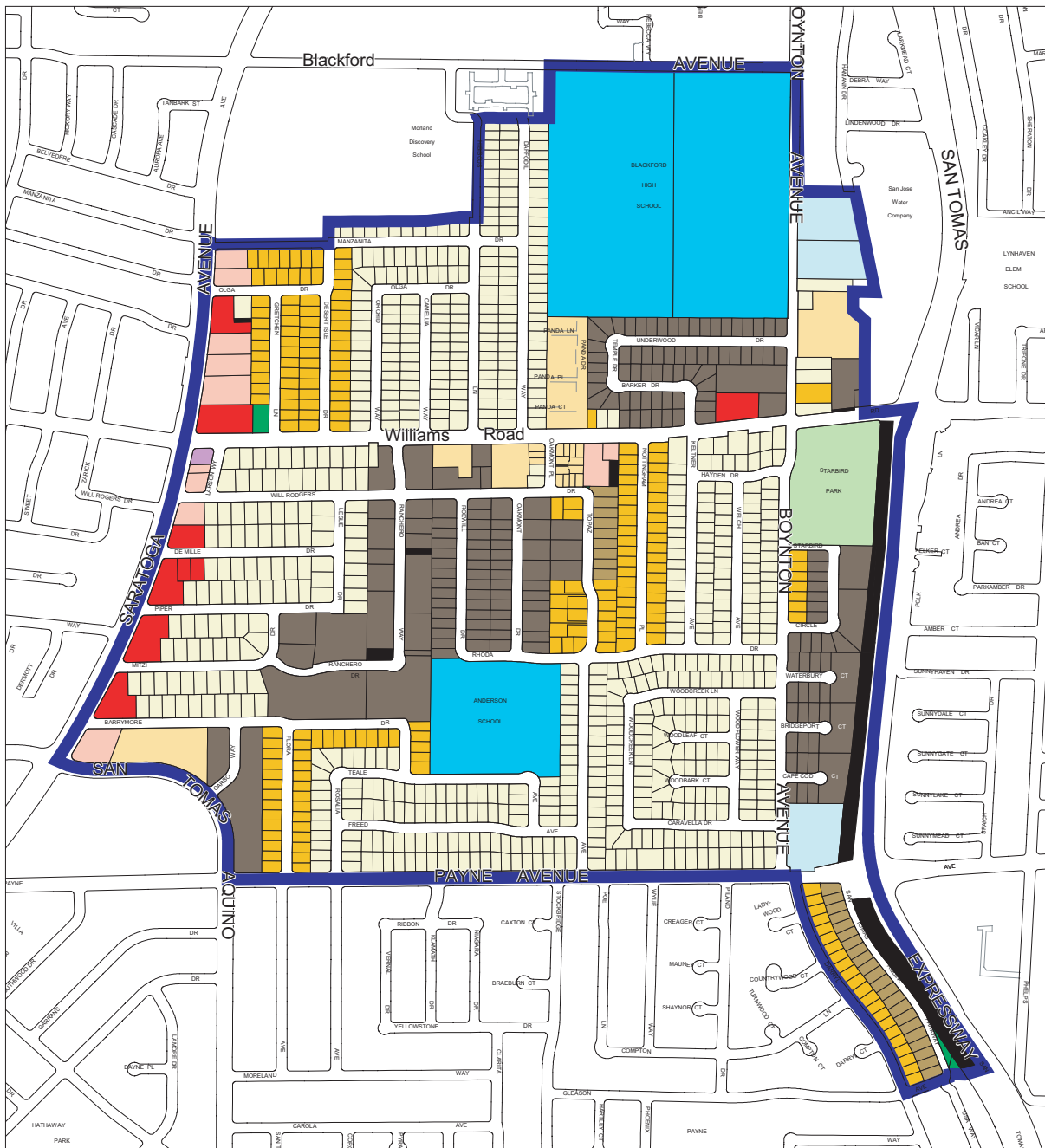
**BLACKFORD STRONG NEIGHBORHOODS INITIATIVE
PLANNING AREA AND REDEVELOPMENT AREA**

Figure 1



SAN JOSE 2020 GENERAL PLAN BLACKFORD SNI PLANNING AREA

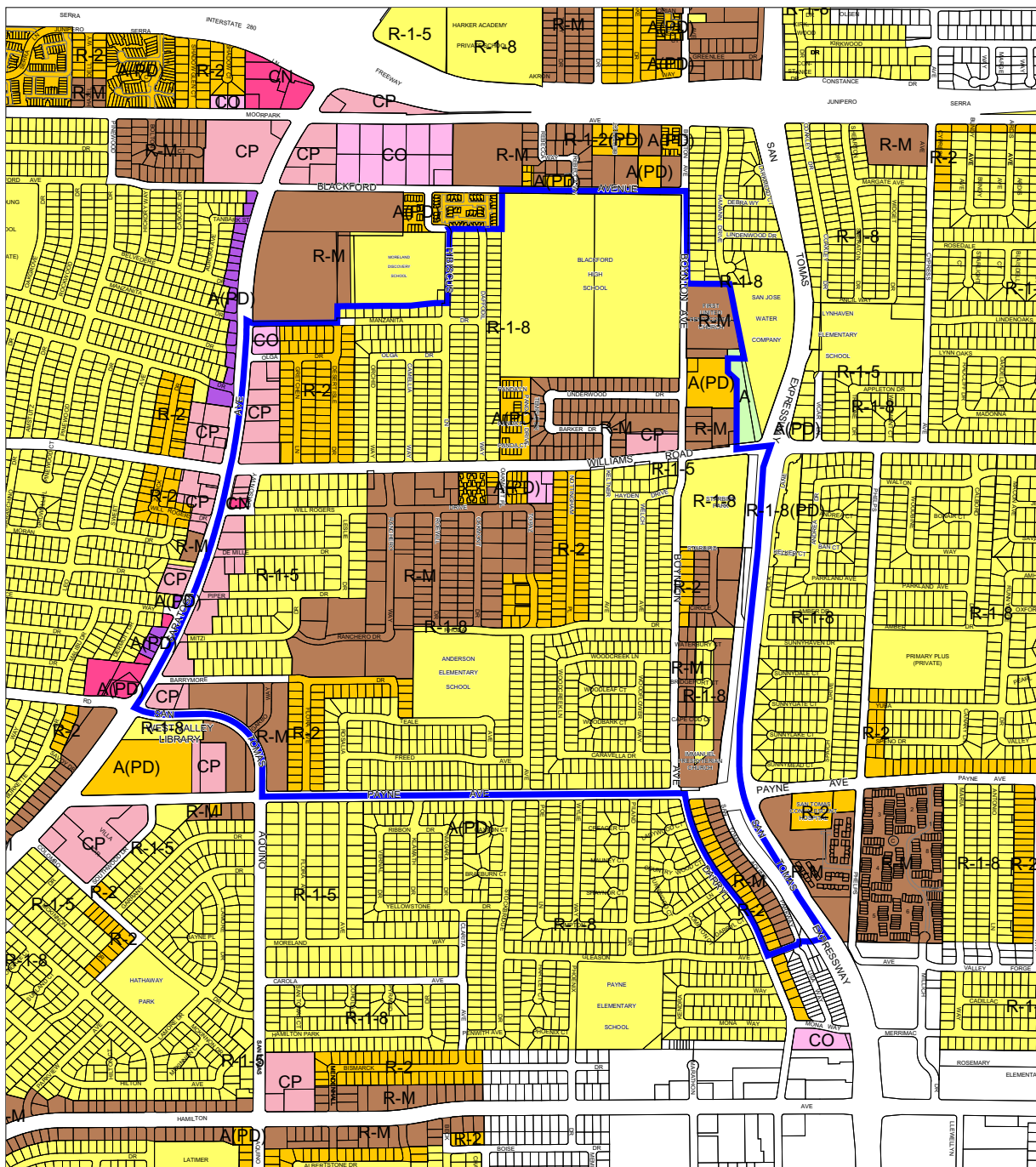
Figure 2



- | | |
|-------------------------|--------------------------|
| Single Family Detached | Auto, commercial |
| Single Family Attached | Parking Lot or Structure |
| Duplex | Public Park |
| Fourplex | Public or Private School |
| Multi-Family (5+ Units) | Public/Quasi-Public |
| Retail | Utility (S.C.V.W.D.) |
| Office | Vacant Parcel |

BLACKFORD SNI PLANNING AREA LAND USE

Figure 3



Zoning Districts

| | | | |
|-------------|---------------------------|-----------|--|
| OS..... | Open Space | CP..... | Commercial Pedestrian |
| A..... | Agricultural | CN..... | Commercial Neighborhood |
| R-1-8 | Single-Family Residential | CG..... | Commercial General |
| R-1-5 | | IP..... | Industrial Park |
| R-1-2 | | LI..... | Light Industrial |
| R-1-1 | | HI..... | Heavy Industrial |
| R-2..... | Two-Family Residential | (PD)..... | Planned Development (overlay district that is combined with one of the conventional zoning districts listed above, that allows any specifically approved use or uses) |
| R-M..... | Multi-Family Residential | | |
| R-1-RR..... | Rural Residential | | |
| R-MH..... | Mobilehome Residential | | |
| CO..... | Commercial Office | | |

Zoning Labels (Sample)

| | |
|----------------|---|
| A(PD)..... | Zoning District |
| 93050..... | Zone Change File Number (e.g., PDC93-08-050) |
| 34.0 DU/A..... | Approved Residential Density (dwelling units per acre) |

Map Legend

| | |
|--|---|
| | Zone District Boundary |
| | Historic District Boundary (work requires Planning permit) |
| | Historic City Landmark (work requires Planning permit) |

BLACKFORD SNI PLANNING AREA ZONING

Figure 4

Demographics²

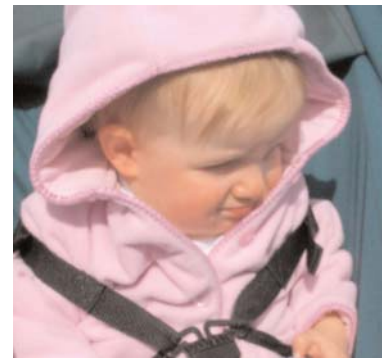
Both the Blackford area and the City of San José experienced a 14.7 percent increase in population from 1990 to 2000. Blackford's population rose from 3,637 to 4,170 while the City rose from 782,225 to 896,850. Residents of Blackford are slightly younger than the rest of the City, with a median age of 33.1 in comparison to a median age of 33.7 in San José.

In comparison to the other neighborhoods in the project area, Blackford has one of the smallest average household sizes, with an average size of 2.20 persons per household. The City as a whole has an average of size of 3.10. Household size in Blackford increased 7.5 percent between 1990 and 2000, a substantial increase over the majority of SNI neighborhoods.

Blackford has a smaller Hispanic community than the rest of the City, with 26.1 percent of its residents of Hispanic origin, in comparison to 32.8 percent for the City as a whole. In 1990, Blackford's Hispanic community accounted for 15.3 percent of its residents, therefore the percentage of Hispanic residents increased 10.8 percent over the ten-year period.

In terms of educational attainment, Blackford has the highest percentage of residents with a four-year degree, with 39.9 percent of its residents 25 years and older achieving a B.A. or higher. This is in contrast to the City as a whole with 25.3 percent attaining a B.A. or higher.

Despite the higher educational attainment of Blackford's residents, its median household income of \$51,708 is substantially lower than the City as a whole with a median household income of \$73,804. Moreover, Blackford experienced the second lowest percentage increase of median income of all SNI neighborhoods between 1990 and 2000, with an increase of only 4.1 percent from \$45,655 in



² Strategic Economics. Strong Neighborhoods Initiative Benchmark Report. Berkeley, CA. January, 2002.

1990. In contrast, median household income in the City as a whole rose 17.1 percent from \$63,030 in 1990.

Of the 20 SNI neighborhoods in the project area, the Blackford neighborhood had the highest vacancy rate with 16.5 percent of residential properties vacant in 2000. This was substantially higher than the city as a whole, with a 3.0 percent residential vacancy rate. Blackford also had a relatively low proportion of owner-occupied units, with 23.1 percent of units owner-occupied in comparison to 61.6 percent citywide. Blackford experienced a lower change in multi-family average monthly rent than the City from 1995 to 2000, with a 16.9 percent increase from \$1,087 to \$1,271 (in 2000 dollars). In comparison, the rent citywide rose 24.9 percent from \$1,364 to \$1,704. The Blackford Planning Area is located in Council District 1, which has been determined to have the highest percentage of multi-family housing in the city.

Assets and Challenges

Assets

THE BLACKFORD COMMUNITY

Blackford residents value the people who make up their neighborhood – the many long-term residents as well as those who are new to the area. They appreciate the ethnic diversity as well as residents' broad range of occupations and interests.

Neighbors are especially appreciative of those who have worked hard to make positive changes in the area by keeping their homes well-maintained or by contributing to neighborhood improvement projects. They are proud of their active neighborhood associations (Boynton Neighborhood Association, Colonial Gardens Apartments Association, Underwood Apartment Owners' Association and the Primrose Neighborhood Association) and local faith organizations.



Blackford community members.

LOCATION

Set within the City of San José's bustling urban environment, the Blackford neighborhood enjoys convenient transportation connections and access to nearby cultural, recreational, educational and entertainment opportunities. Blackford residents are close to employment centers, as well as major commercial and retail destinations, such as Valley Fair Shopping Center and West Gate Mall.

LOCAL RETAIL

Blackford is home to a variety of popular local commercial/retail businesses, such as the animal hospital, grocery markets, laundry services and many good restaurants.



Residents appreciate local retail.



Starbird Park is a major asset to the neighborhood.



Neighbors benefit from open space that schools share with the public.



Green Thumb is a popular community garden in the area.

RECREATIONAL/OPEN SPACE RESOURCES

Starbird Park and community facility are major assets to the Blackford neighborhood. The community facility accommodates public meetings as well as recreational and educational programs. The park provides sports fields and basketball courts, as well as a playground for young children, and barbeque facilities for social gatherings. A popular destination spot, the park and community facility are in constant use.

Neighbors also benefit from the open space that local schools share with the public. The Green Thumb community garden adjacent to Anderson School is a unique community resource that draws neighbors together.

PROGRAMS

Many quality recreational and educational programs are offered in the area. Residents especially value the organized sports leagues that play at Starbird Park and at local schools. The literary outreach program offered through the West Valley Branch Library is also popular.

PUBLIC FACILITIES

Neighbors look forward to the new West Valley Branch Library, and residents boast some of the best schools in the state. Neighbors also rely on their postal facility and fire station to provide critical public services, while religious institutions are valuable in supporting faith communities.

PROJECTS UNDERWAY

City staff and community members are working diligently to facilitate positive changes in the neighborhood.

Some of the improvement projects and organizing efforts already underway include:

- The City of San José Department of Parks, Recreation and Neighborhood Services has contracted with the Campbell Union High School District for a 20-year lease of the Blackford High School swimming pool and facility. Pool renovations are scheduled to begin this summer (2002) and the pool is estimated to open during the summer of 2003.
- The new 20,200 square foot West Valley Branch Library (1243 San Tomas Aquino Rd.) is under construction and is scheduled for completion December, 2002.
- San Tomas Mini Park – As a result of a partnership between the City and County, a 6,000 square foot park is planned with grass, trees and small equipment (under the direction of Supervisor Jim Beall, the County donated 2/3 of the land for the park).
- A landscape grant for multi-family housing has been proposed and is expected to take effect in fall, 2002.
- A County Expressway study is underway to improve landscaping and make other improvements along San Tomas (County right-of-way).
- Sidewalk construction is planned along Williams Rd. (approx. 365 feet) – includes construction of pavement, curb, driveway aprons, street lighting and street trees. This project requires right-of-way acquisition and PG & E relocation.
- Sidewalk repair is planned at the northeast quadrant of the Williams Rd. and Boynton Ave. intersection.
- Curbcut installation is scheduled for 2003 at the intersection of Rhoda Dr. and Boynton Ave.
- An all-way stop at Barrymore/Flora has been installed.
- Additional speed limit signs were installed along Barrymore.



The new West Valley Branch Library in the Blackford vicinity is currently under construction.

Challenges

CIRCULATION

Some parts of the Blackford neighborhood report heavy traffic congestion, perceived speeding and cut-through traffic. Some community members are concerned about the impacts of these conditions on neighborhood ambiance and pedestrian safety.

Residents report perceived cut-through traffic and speeding issues in several areas, including Boynton Avenue, from Moorpark to Payne Avenues; Barrymore Drive and Flora Avenue; and the neighborhood between Williams Road and Moreland Discovery School, particularly along Manzanita, Hibiscus, Daffodil and Desert Isle.

Residents report that motorists seeking to avoid congestion and stop lights on major thoroughfares often cut through residential neighborhoods, creating an unfriendly pedestrian and residential environment. For example, residents note that heavy congestion on San Tomas Expressway, causes cut-through and speeding traffic to spill onto paralleling Boynton Avenue. Since Boynton is a key route for pedestrians traveling to schools, recreational resources and residences, enhancing pedestrian safety is a critical concern in this area. Many children live in the multi and single-family residences on the east side of Boynton and need to cross Boynton to reach local schools and the library to the west. Conversely, families who live west of Boynton need to cross Boynton to access the popular Starbird Park and a number of churches east of Boynton. Long distances between stop signs and limited pedestrian crossings can make it more feasible for drivers to accelerate to unacceptable speeds. Lack of bike lanes on Boynton also contributes to neighbors' unease about cyclist safety.

Residents report that Flora and Barrymore are often used as a shortcut circuit for drivers avoiding signals at Payne and Saratoga. Drivers can see ahead to the signal at the intersection of Payne and Saratoga, and turn onto Flora or Barrymore if the light is red.

The neighborhood north of Williams Road along Manzanita, Hibiscus, Daffodil and Desert Isle, experiences congestion and cut-through traffic. Neighbors speculate this is due to motorists avoiding traffic on Saratoga Avenue and Williams Road, and general congestion and speeding from pick-ups and drop-offs at Moreland Discovery Elementary School and Blackford High School.

PARKING

Limited parking and tenant overcrowding at some multi-family housing complexes often cause overflow parking on nearby residential streets. Parking is especially congested near the Colonial Garden apartments along Boynton; around the Underwood apartments; and near apartments along Nottingham, Topaz, Oakmont, and Roewill.

Because of this congested parking situation, motorists often violate parking regulations, parking too close to corners and stops signs, parking on lawns, and obstructing intersection visibility. Residents have frequently reported cars parked too close to corners on the south side of Moorpark near Boynton, and too close to stop signs on Boynton near Rhoda Drive and Waterbury Court. Illegal parking has also been reported at the commercial office space adjacent to the Williams/Boynton convenience center.

The Post Office experiences heavy daily traffic and parking is inadequate to support residents' use of postal services in the neighborhood.

Parking at Maple Leaf shopping center is crowded and confusing to navigate. Spaces could be more efficiently striped. Trucks/tractor-trailers regularly park near the Maple Leaf Shopping center just off Saratoga, along residential streets such as Barrymore, Demille, and Mitzi.

STREETSCAPE

Streetscape elements could be improved to make the Blackford neighborhood more pedestrian-friendly and attractive.



Parking is especially congested in multi-family housing areas.



Motorists often park on front lawns where parking is tight.



Overhead utilities are unsightly.

SIDEWALKS

Some sidewalks in the Blackford area are reported to be deteriorating, discontinuous, and/or may not be able to accommodate people with disabilities consistent with the Americans with Disabilities Act (ADA). In many places, shallow-rooted trees, such as Liquidambar, appear to lift sidewalks and break up curbs and gutters.

CROSSWALKS/INTERSECTIONS

Traffic flow makes some intersections difficult for pedestrian crossing. This is particularly true at major intersections frequently used by students, such as at Boynton and Rhoda, and near neighborhood schools. These intersections could especially benefit from crosswalk/intersection enhancements.

LIGHTING

Many parts of the Blackford neighborhood are not well-lighted. While in some instances, overgrown trees may obscure lighting, other areas lack lighting altogether. Some areas that have been identified as those that could especially benefit from improved lighting include: the Starbird Park/Community Center perimeter; the Maple Leaf shopping area, the Williams/Boynton convenience center; Colonial and Underwood apartments; and residential streets around local schools.

OVERHEAD UTILITIES

Overhead utilities are unsightly, obstructing views and increasing the need to trim healthy tree canopies. Overhead utilities along Saratoga Avenue adjacent to the Maple Leaf shopping center are particularly unappealing and utilities running down the alleys and courts at the Colonial Gardens apartments are unattractive and poorly sited.

LANDSCAPING

There is limited public right-of-way landscaping in the Blackford area, and residents would like to see additional planters with street

trees, shrubs and ground cover in both commercial and residential areas. Vegetation in existing medians and planting strips is scarce, and planters are often filled with weeds.

Some tree species in the neighborhood (such as Liquidambar) are problematic since they seasonally drop large seed pods or leaves that litter sidewalks and gutters. Their shallow roots tend to lift sidewalks, break up curbs and street surfacing, and clog sewer pipes.

MAINTENANCE

Maintenance can have a profound affect on the overall perception of a neighborhood. As part of the community's goal to raise community pride and improve neighborhood identity, there are several important maintenance issues that need to be addressed.

DRAINAGE

There are a number of streets and driveways in the neighborhood that appear to not drain effectively, causing pooling of stagnant and sometimes foul-smelling water. Drainage problems could be a result of a variety of conditions, including possibly clogged/silted drains, lack of drains, inadequately-sized drains, potholes, broken asphalt, buckled sidewalks, and lack of curbs and gutters.

ROAD SURFACING

Over the years, some roadways appear to have developed cracks and potholes that continue to wear with age.

LITTERING/ILLEGAL DUMPING/SHOPPING CARTS

In some parts of the neighborhood, stray shopping carts, visible accumulations of trash and improper storage of large, bulky waste and unwanted household items can be found on streets, or in yards and apartment carports. Litter and inappropriate waste disposal are especially problematic at the Underwood apartments and the Colonial Gardens apartments.



A number of streets in the neighborhood suffer from poor drainage.



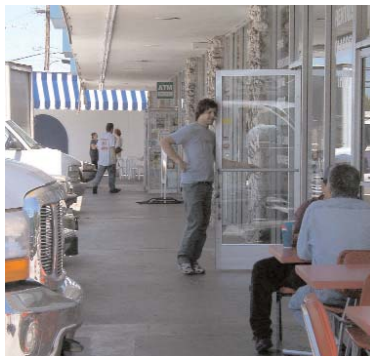
Inappropriate disposal of large bulky waste is a problem in the area.



Shopping carts line a planter at Colonial Gardens Apartments.



Many commercial buildings could benefit from facade improvements.



Narrow sidewalks at Maple Leaf make pedestrian access more challenging.

PARKS AND COMMUNITY FACILITIES

Residents identified needs for several specific types of open space and recreational facilities in the neighborhood: additional community gardens; a dog park, or a park with a designated dog-friendly area; a space for performance venues; and a teen center.

COMMERCIAL USE

Blackford's retail centers are the Maple Leaf shopping center and the Williams/Boynton convenience center. These are both older strip malls that suffer from deferred maintenance. Many of the buildings are unappealing and could benefit from facade improvements such as the addition of awnings, trim and well-integrated signage. Existing landscaping at both retail centers is minimal and tends to be poorly maintained. Inappropriate posters/signage are often posted in store windows, and littering is a frequent problem.

Loitering and graffiti are prevalent at the Williams/Boynton convenience center and the areas are not well-lighted.

The Maple Leaf center is made up of three commercial areas separated by residential streets. Sidewalks are narrow and there are few adjacent crosswalks, which discourages pedestrian use of the area. Parking is limited and vehicular access is inefficient. Residents would also like to consider attracting more family-friendly, neighborhood-serving retail uses to the center.

SAFETY AND LIVABILITY

The area has been subject to some gang activity and vandalism. Although the situation has greatly improved over the years, there is still a need for continued attention to ensure safety and livability of the neighborhood. Project Blossom and Project Crackdown are two successful City programs that have been instrumental in improving neighborhood conditions.

BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

Goals

GOAL F Beautify the Neighborhood

Approach Beautify the area with attractive and well-maintained housing and landscaping.

GOAL G Strengthen Community Organization and Involvement

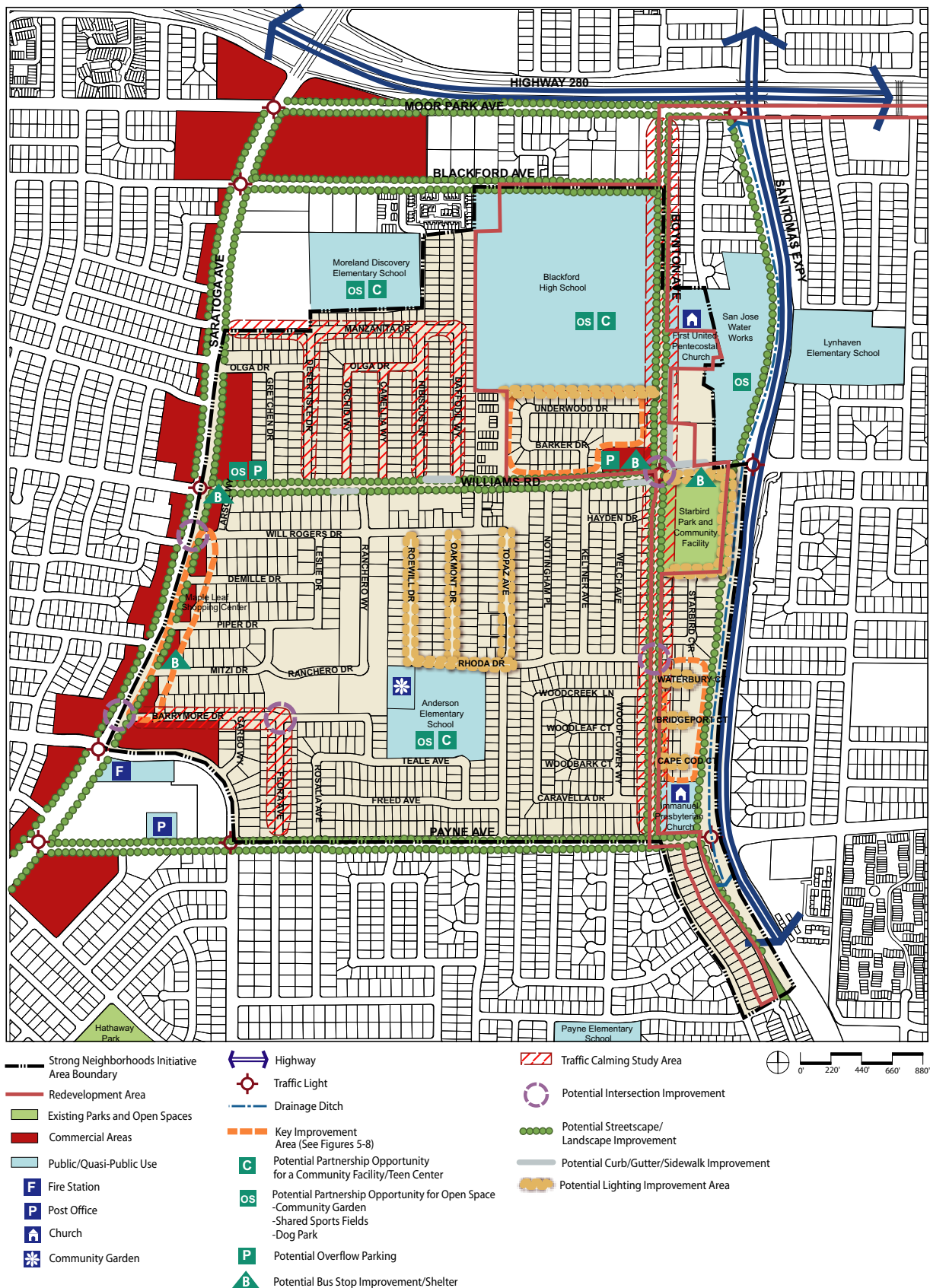
Approach Encourage involvement from neighbors to help make the Blackford area a comfortable place to live and work.

Together the actions, policies and investments described in the *Strategic Action Plan* section (matrix), aim to achieve these broader goals and objectives. For example, a number of actions are identified to improve lighting, pavement and drainage. Together these address the neighborhood's overall goal for enhancing the streetscape and creating a pedestrian-friendly environment.

BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

Improvement Plan Concepts



BLACKFORD NEIGHBORHOOD IMPROVEMENT CONCEPT

Figure 5

Improvement Plan Concepts

During the Strong Neighborhoods Initiative process, community members and Neighborhood Advisory Committee members identified many ways to resolve neighborhood issues and create a more livable and attractive community. This chapter describes the major physical components and community programs that together make up the community's plan for achieving the Blackford neighborhood vision.

Improvement concepts are physical design or programmatic solutions used to address neighborhood problems and issues on a schematic level (see Figure 5 on previous page). In addition to these concepts, strategic actions are an integral part of the *Plan*. Strategic actions are the more specific methods of implementing community improvements. These are detailed in the *Strategic Action Plan* section of this document.

The neighborhood improvement concepts are based on the goals and objectives identified by community members through various NAC meetings and community workshops. These concepts address circulation, retail revitalization, and detail the major ideas for improving the physical appearance and image of the neighborhood.

The improvement concepts are organized into the following major categories:

- Vehicular and Pedestrian Circulation;
- Parks and Community Facilities;
- Retail Revitalization; and
- Neighborhood Beautification.

Vehicular and Pedestrian Circulation

Improving circulation patterns throughout the neighborhood and creating a more comfortable pedestrian environment are primary components of the *Blackford Neighborhood Improvement Plan*.

Residents report traffic congestion, cut-through traffic, and speeding in some parts of the neighborhood.



There is also concern with regard to parking congestion, deteriorating road surfacing, incomplete or deteriorating curbs, gutters and sidewalks, and limited pedestrian crossings.

Residents would like to enhance the appearance and function of neighborhood streets through improved roadways, sidewalks and landscaping (see Figure 5). Creating a safe and efficient circulation system in the Blackford neighborhood involves the following major improvement strategies:

- Conduct traffic studies focused on reduction of cut-through traffic and speeding in the most problematic areas;
- Improve pedestrian connections with crosswalk and sidewalk improvements, including curb, gutter and sidewalk installation or repair;
- Complete roadway improvements; and
- Explore means to reduce parking congestion.

An important approach that runs through all of the above strategies is that of code enforcement. As a first step to resolving problems that correspond to violations of the city code, residents should report infractions to the Office of Planning, Building, and Code Enforcement so that the agency can investigate potential problems.

Traffic Calming

Some residential areas in the Blackford neighborhood experience a level of traffic volume and speed that residents feel detracts from the character of the neighborhood and affects pedestrian comfort. The Department of Transportation has been actively working with neighborhood residents and has already begun to address many traffic-related issues in the area. However, additional locations and measures need to be evaluated by both the city and residents for future action.

The most problematic areas for traffic issues in the Blackford neighborhood are:

- Boynton Avenue between Moorpark Avenue and Payne Avenue;
- Barrymore Drive and Flora Avenue; and
- The area north of Williams Road along Manzanita Drive, Hibiscus Lane, Daffodil Way and Desert Isle Drive.

If they have not yet been done, traffic studies should be conducted for these areas to determine a range of possible alternatives that might bring about the most successful traffic calming improvements; and increase the effectiveness of existing devices by reinforcing appropriate driver behavior (Also see top priority: *Conduct traffic calming studies and develop traffic calming strategies...* in the *Strategic Action Plan* section of this document).

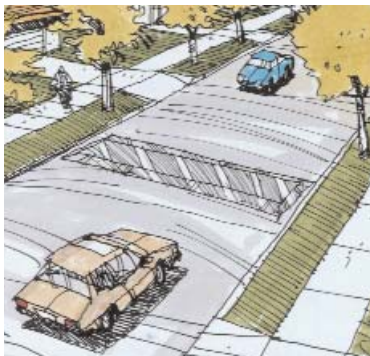
Traffic issues, once fully analyzed, might be addressed using a combination of programmatic and physical design measures. For example, one approach might include installing additional stop signs in combination with increased police presence during school commute hours (7 - 9:00 a.m. and 3 - 4:30 p.m.); more aggressive ticketing (NASCOP – Neighborhood Automated Speed Compliance Program); and signage, such as speed limit, school zone, or truck weight limit/prohibition signs. Another strategy involves developing a public education campaign to communicate “zero-tolerance” for violations. Before dramatic changes are made, however, residents want the opportunity to have input on any proposed improvements.

Opinions vary among community members with regard to whether traffic is problematic enough on certain streets within these areas to warrant traffic calming treatments. There are also differences of opinion concerning what type of traffic calming measures are acceptable on particular streets.

A public participation process will be initiated to review possible traffic calming measures on a neighborhood-specific basis so that residents most directly affected will be notified and encouraged to participate. As more specific proposals are developed, written notice will be provided to affected residents, explaining proposed traffic calming measures and designating a period of time to grieve or support proposed changes. Implementation of any changes would not begin prior to an appropriate notification/grievance timeframe. Definitive traffic calming decisions will be made with the participation of and approval from affected residents, property owners and neighborhood associations.



Some intersections in the neighborhood could be made more pedestrian-friendly



Speed bumps/humps, or other traffic calming devices could be considered in some areas to help slow traffic.

Key Traffic Calming/ Pedestrian Improvement Areas

Neighbors report that there are a number of intersections in the neighborhood that could benefit from improvements. Intersection improvements might include enhanced pedestrian crosswalks, curb, gutter and sidewalk installation or repair, ADA retrofitting where appropriate, signals, stop signs or other traffic calming devices as needed. Overall, reduced and calmed traffic in the neighborhood will contribute to safer streets for walking and bicycling, less noise pollution, improved neighborhood appearance and ambiance, and potentially increased property values. Key areas for traffic calming and potential intersection improvements are described below.

Boynton Avenue from Moorpark Avenue to Payne Avenue

Heavy congestion on San Tomas Expressway, causes cut-through and speeding traffic to spill onto paralleling Boynton Avenue. Many

children live in the multi and single-family residences on the east side of Boynton and need to cross Boynton to reach local schools and the library to the west. Conversely, families who live west of Boynton often cross Boynton to access the popular Starbird Park and a number of churches east of Boynton. Long distances between stop signs and limited pedestrian crossings can allow drivers to accelerate to unacceptable speeds. Currently, Boynton Avenue lacks bike lanes. In order to allow parking on both sides of the street and accommodate striped bike lanes, a street width of 46 feet is needed by current City engineering standards. However, Boynton Avenue is only 36 feet wide. Therefore, creativity will be needed in order to make this a more comfortable travel way for bicycles.

Residents are particularly concerned about the intersection of Boynton and Rhoda Drive. This is a frequently used crossing point for pedestrians, including school children, and bicycles. Neighbors note that visibility and pedestrian access to the intersection need to be improved. Nearby trees and shrubs should be regularly maintained so as not to block stop signs and intersection visibility. Parking congestion in the area compounds intersection visibility and access because cars often park too close to intersection corners, obstructing views into the intersection and blocking the pedestrian path of travel. Lack of curbcuts in the sidewalk and an incomplete walkway force pedestrians to walk across a planting strip and down a curb to access the crosswalk.

Boynton Avenue at Rhoda Drive could be made more pedestrian-friendly by installing curbcuts, delineating crosswalks so they are highly visible, and extending sidewalks across planters for crosswalk access. Curbcut installation has already been scheduled for 2003.

Another intersection that is in particular need of attention is the intersection of Boynton Avenue and Williams Road. Both Boynton and Williams are busy streets, and since the intersection is frequently used by youth and other pedestrians heading to Starbird



Lack of curbcuts at the Boynton/Rhoda intersection.



Enhancements to the intersection at Williams and Boynton will improve access to Starbird Park.

Park and to the nearby convenience center, improving safety here is a priority. Completing sidewalks on Williams and Boynton will improve pedestrian access to and from the park. A sidewalk construction project is planned for the northeast quadrant of the Williams and Boynton intersection, and will include construction of pavement, curbs, and driveway aprons, and installation of street lighting and street trees.

Barrymore Drive and Flora Avenue

Residents report that Barrymore Drive and Flora Avenue are especially subject to cut-through traffic and speeding. Drivers can see ahead to the signal at the major intersection of Payne Avenue and Saratoga Avenue, and often avoid the signal by turning onto Flora or Barrymore. The Department of Transportation recently installed an all-way stop at Barrymore and Flora, and additional speed limit signs along Barrymore. The Neighborhood Automated Speed Compliance Program (NASCO) has also been instituted along Barrymore. Together these measures should help ameliorate excessive speeding.

Residents have also reported that large trucks frequently use these streets and others in the area as short-cuts. Posting truck weight limit signs and other means of discouraging large trucks from using residential streets should be explored.

The Neighborhood between Williams Road and Moreland Discovery School

The neighborhood north of Williams Road along Manzanita, Hibiscus, Daffodil and Desert Isle reportedly experiences congestion and cut-through traffic, possibly due to motorists avoiding traffic on Saratoga Avenue and Williams Road, and due to general traffic related to pick-ups and drop-offs at Moreland Discovery Elementary School and Blackford High School. These streets need to be evaluated for potential traffic calming solutions. However, as

with all such efforts, extensive community outreach and survey of affected residents, including the newly-formed Primrose Neighborhood Association, will be needed in order to assess how extensive these measures should be.

Maple Leaf Access

The typical heavy volume of traffic on Saratoga Avenue and the lack of signalization near Maple Leaf shopping center make pedestrian crossing to the center a challenge. There is an existing crosswalk at Piper Drive; additional crosswalks might be considered at Will Rogers and/or at Barrymore Drives. Transit stops along Saratoga at Williams Road and at Mitzi Drive have only a very narrow pedestrian right-of-way, making it difficult for pedestrians entering and exiting the bus. Streetscape improvements should examine alternatives that would allow for sidewalk widening adjacent to these transit stops.

For further discussion of potential Maple Leaf improvements, see the Retail Revitalization Concept and top priority: *Develop and implement a strategy for improving appearance, site design, business mix and pedestrian access at Maple Leaf shopping center...* in the *Strategic Action Plan* section of this document.

Pedestrian Connections/Sidewalks

An important neighborhood goal for the community is to provide pedestrian-friendly connections in the neighborhood with crosswalk, intersection and sidewalk improvements and lighting. Busy streets in the area, such as Saratoga Avenue, Williams Road, Boynton Avenue and Payne Avenue make pedestrian connections challenging. Community input has revealed a desire for marked crosswalks and other pedestrian enhancements. Some of these requests may run counter to established City policy and safety requirements, therefore further examination of these requests is needed. Some sidewalks are missing or discontinuous, and others



This crosswalk on Williams Road lacks curbs-cuts.



Lack of curbs-cuts forces pedestrians to walk through planter strips.



Some sidewalks in the neighborhood dead-end like this one on Williams.



The intersection at Williams/Hibiscus would benefit from curb/gutter/sidewalk improvements.



Shallow-rooted trees often buckle curbs and sidewalks.

are buckled from tree root damage. In some places residents note that curbs, gutters and sidewalks may not have been designed to accommodate persons with disabilities, consistent with the Americans with Disabilities Act (ADA). These conditions can discourage walking in the neighborhood.

Key areas for repair and/or installation of curbs, gutters and sidewalks include: Barrymore Dr.; Flora Ave.; Hibiscus Dr.; Williams Rd. and Hibiscus Dr. (where dirt paths are worn); Boynton Ave. between Blackford High School and Starbird Park; Boynton Ave. and Rhoda Dr.; Boynton Ave. and Williams Rd.; Williams Rd. near Keltner and between Camellia and Daffodil; Saratoga Ave. between Barrymore Dr. and Will Rogers Dr.; Mitzi Dr. near Saratoga; and Payne Ave. just west of San Tomas Expressway.

Funding for curb and gutter repair associated with tree root damage needs to be identified. The existing sidewalk repair program should be used to fix damaged sidewalks. In addition to the work described above, clearly designated crosswalks and pedestrian amenities will contribute to a more hospitable environment for pedestrians.

Roadway Improvements

Well-maintained streets and sidewalks contribute to pedestrian and vehicular safety and commercial vitality. As discussed under the previous heading, many areas in the neighborhood could use improvements to pavement, curbs, gutters and sidewalks.

Street Surfacing

Residents have reported some problems with deteriorating streets in the neighborhood. In some cases, this may be related to asphalt buckling because of shallow-rooted street trees. In other cases, roadways have simply developed cracks and potholes with age.

Under the Strong Neighborhoods Initiative accelerated paving program, local City streets which were last maintained prior to 1998 may be eligible for sealing or resurfacing (City streets are normally

scheduled for improvement by the Department of Transportation on a ten-year cycle). Since Blackford area streets received maintenance in 1998, they will not be covered through this program. Alternative funding sources will need to be explored for longer-term improvements. Temporary corrective maintenance, such as pothole patching, will be addressed when reported to keep the street in acceptable, operating condition until such time that more permanent improvements can be made.

Drainage

There are a number of streets and driveways in the neighborhood that do not drain effectively, causing pooling of stagnant and sometimes foul-smelling water. Drainage problems can be a result of a variety of conditions, including clogged/silted drains, lack of drains, inadequately-sized drains, potholes, broken asphalt, buckled sidewalks, and lack of curbs and gutters.

Residents have reported drainage issues in the following areas: Colonial Gardens alleys – Waterbury Court, Bridgeport Court, Cape Cod Court; Flora Avenue; Barrymore Drive; Williams Road/Boynton Avenue; Hibiscus Drive; Demille Drive; Teale Avenue; Rosalia Avenue; Keltner Avenue (silted drain); and Maple Leaf parking lots. Storm drain problems in these areas need to be surveyed, improvement alternatives should be identified, and appropriate corrections subsequently implemented (Also see top priority: *Assess and resolve storm drain issues...* in the *Strategic Action Plan* section of this document).

Parking

Parking constraints and tenant overcrowding at some multi-family housing complexes cause overflow parking on nearby residential streets. Parking is especially congested near the Colonial Garden apartments along Boynton; around the Underwood apartments; and near apartments along Nottingham, Topaz and Oakmont. High



A number of streets in the neighborhood do not drain effectively.



Parking is congested in many parts of the neighborhood.



Lack of parking encourages motorists to park on front lawns.

Bay Area housing costs require many families to share dwelling units and the increased number of residents exceeds the available parking spaces allocated for each unit. Means of reducing overcrowding in apartments and rental units should be explored with landlords and property managers. Some residents suggested considering striping spaces to control parking in heavily congested areas such as Ranchero, Roewell, Oakmont and Will Rogers. The vacant lot at Williams Rd. and Gretchen Dr. should be investigated for use as overflow parking through a potential lease agreement or acquisition.

Because of this congested parking situation, motorists had been violating parking regulations, parking too close to corners and stop signs, obstructing intersection visibility. Red curbs have recently been installed to emphasize the fact that cars should not park in these areas and enforcement of parking violations will be strengthened.

Parking on front lawns is often reported on Barrymore Drive, on Flora Avenue, and in the Underwood Apartment area. Abandoned vehicles are repeatedly found on the vacant lot near Payne Avenue and San Tomas. A stepped-up Code Enforcement effort is currently underway to regulate these habitual parking violations. Illegal parking also interrupts regular street sweeping, making it difficult to keep the streets clean. Installing street sweeping parking regulation signage and strongly enforcing these regulations could help to resolve this conflict.

In addition, illegal parking (such as cars parked on lawns and blocking sidewalks and crosswalks) had been reported for quite some time at the commercial office space adjacent to the Williams/Boynton convenience center. Apparently, there were insufficient parking spaces to support the number of the business tenant's employees. Although the situation was recently resolved when the business relocated, the issue may resurface with the next tenant since the problem seems to be a general lack of parking for

this commercial building. These problems affect pedestrian access and residents' use of the nearby convenience center. Strategies should be explored to determine how to remedy parking demand here. Since there is a parking lot behind the convenience center that is generally underutilized, perhaps a reciprocal access agreement could be arranged. Another creative strategy might be to explore lease agreements whereby the new business owner might lease nearby space for employee parking during business hours. For example, a discussion might be initiated with the nearby church or Blackford High School to explore the possibility of this type of arrangement.

Parking at Maple Leaf shopping center is crowded and confusing to navigate. More efficient parking alternatives and potential re-striping of spaces should be considered as part of the overall Maple Leaf improvement strategy (See top priority: *Develop and implement an improvement strategy for the Maple Leaf shopping center...* in the *Strategic Action Plan* section of this document). Trucks/tractor-trailers regularly park near the Maple Leaf shopping center just off Saratoga Avenue, along residential streets such as Barrymore Drive Mitzi, and Demille. The appropriate parking restriction signage should be explored in these areas to prevent truck parking where possible.

The Post Office also experiences heavy daily traffic, and existing parking is inadequate to support residents' use of postal services in the neighborhood. Opportunities to expand existing parking should be explored through discussions with the United States Postal Service.

In order to prevent the congested parking situation in the neighborhood from becoming more aggravated, residents would like to ensure that parking standards for new residential and commercial developments adequately accommodate needs.



Trucks/tractor-trailers regularly park on residential streets near the Maple Leaf shopping center.



Post Office parking is congested.



Overflow Post Office parking occurs across the street from the Post Office.

Parks and Community Facilities

Starbird offers the only City-operated park and community facility in the Blackford neighborhood. This is a popular destination spot, and both the park and the facility are in constant use. Neighbors value these resources, but hope to expand opportunities for recreation in the vicinity of the Blackford Strong Neighborhoods Initiative area. In general, public recreational facilities in the Blackford neighborhood are minimal.

An important goal for the neighborhood is to ensure Blackford families convenient access to space for outdoor and indoor recreational activities.

There are two primary strategies for satisfying Blackford community open space and community facility needs:

- Partner with non-City agencies and organizations to share open space and/or facilities for public recreational use; and
- Acquire lots in the neighborhood as land becomes available.



Even if land does not appear to be available on public property at the Moreland School and Anderson Elementary, the community should explore the initiation of a joint-use agreement that could provide the community with additional facilities. Other potential partners include community faith-based organizations, such as the First United Pentecostal Church and the Immanuel Presbyterian Church.

As a long-term strategy for possible land acquisition, neighborhood associations could work with the City to create an inventory of vacant lots in the neighborhood, and investigate

potential funding sources for land acquisition. Because vacant land and financial resources are scarce, the most promising strategy involves partnering with non-City agencies and organizations to share recreational space and maintenance responsibilities. Residents identified needs for several specific types of open space and recreational facilities in the neighborhood. Highest priority resources include additional community gardens, a dog park, a teen center, and access to sports fields and a swimming pool. Community members also expressed interest in additional playgrounds and in having a space for performance venues.



A high priority for residents is to have a neighborhood dog park.

Parks/Open Space

Neighbors already benefit from the open space that local schools share with the public. Residents frequently use recreational space at Blackford High School and Anderson School. Blackford High School is an especially valuable neighborhood resource with its large sports fields and swimming pool. The City and School District have already created a partnership for joint renovation and use of the Blackford High School swimming pool, which is scheduled to open to the public during summer, 2003. Residents hope to develop further partnerships with Campbell Union High School District and with other non-City agencies and organizations. This type of collaboration could provide an excellent opportunity for rejuvenating and sharing recreational spaces. Working as a team, the City, Council Office, and non-City agency or organization may be able to rejuvenate and maintain existing resources and/or develop new resources for the benefit of the entire community.



Blackford High School is an especially valuable neighborhood resource.

For example, formalizing partnerships with School Districts for joint use of sports fields may enable institutions to share maintenance



Green Thumb gardeners.



Working in the Green Thumb community garden at Anderson School.

costs or rejuvenation costs. Similarly, such agreements could be initiated to upgrade playgrounds or develop new play areas at school sites or at local religious institutions. Residents also expressed interest in working with the School District to create shared space for performance venues, such as plays and musicals. Ideas for performance space include developing an outdoor stage or small amphitheater or reusing part of an existing building for this purpose.

Dog Park

Campbell Union School District, Moreland Discovery School, local faith organizations and San José Water Company own the most significant open space in the Blackford neighborhood. For this reason, community members would like to explore possible joint-use partnerships with these institutions to develop a dog park or a neighborhood park with a designated dog-friendly area. Currently there are no parks nearby where dogs are allowed to run off-leash.

Opportunities for land acquisition should also be considered, but it is more likely that a partnership could bring this concept to fruition in the near-term. Forming a dog-owners' association could help organize efforts to develop a dog park in the neighborhood. As a long-term strategy, a dog owners' association could work with community members to encourage certain portions of new park developments to be dog-friendly.

Community Gardens

The Green Thumb community garden at Anderson School is very popular with the neighborhood. Since space is limited, garden plots are in high demand and there is currently an extensive waiting list for plots. Many residents live in homes with small yards, or in multi-family units where they do not have access to space for gardening. Community members would like to find more space in the neighborhood that could be developed as additional community gardens. In addition to the obvious benefit of providing space for gardening, community gardens, or *pea patches* as they are often called, can also

draw neighbors together, providing a unique opportunity for neighbors to meet one another.

One vacant lot in the area that could be investigated for potential community garden use is the lot at Williams Rd. and Gretchen Dr. Perhaps through acquisition or a joint-use agreement, this lot could provide additional garden space.

As with the strategy for potentially providing the public with convenient access to sports fields, a swimming pool, and a dog park, the success of developing a community garden will also most likely rely primarily on partnerships. Discussions should be initiated with School Districts, Moreland Discovery School, local faith organizations and San José Water Company to explore interest by these groups.

Community members are also interested in exploring opportunities to use land for gardening on a temporary basis if agreements could be arranged with willing property owners.

In addition to developing more community garden space, residents would like to collaborate with Green Thumb gardeners to make the existing Green Thumb community garden more inviting to the neighborhood. Suggestions for improving the garden include: creating a special gateway entrance; installing an attractive fence around the perimeter; enhancing landscaping on Teale Ave.; integrating paving, stones and public art; and providing information at the entrance for a self-guided tour.

Community Facilities

In the Blackford area youth and teens especially need places to enjoy after-school and summer recreation programs. A top priority for residents is to have access to a teen center within the Service Area.



Existing garden perimeter: residents would like to make the Green Thumb garden more inviting.



Example: artistic garden gateway.



Example: community garden seating.

Ideally, a teen center might be accommodated within the Service Area as part of a joint-use agreement with cooperation from an interested institution. A promising opportunity might be to develop a cooperative agreement with the School District to share a teen center by reusing an existing building at Blackford High School. The City could provide support in staffing recreation programs for youth and teens. The San José City Council has successfully developed similar joint-use community facilities with School Districts in other neighborhoods.

Although Blackford residents enjoy the convenience of the Blackford High School location, it may be necessary to explore additional sites in the Service Area since implementation relies on interest and commitment by the Campbell Union High School District.

The community appreciates the open space that Blackford High School shares with the community for sports, such as baseball and soccer. Balanced with their desire for an additional recreational facility is the desire to maintain existing green space. Therefore, with regard to the possibility of accommodating a teen center on the Blackford campus, the reuse of existing buildings should be the top priority for discussion with the School District. Residents do not want to have any new buildings or structures around the perimeter of Blackford High School, particularly along the west side of the site. If reuse of an existing building is not feasible, residents want new development to occur close to the existing core campus buildings, as far away from surrounding residences as possible. Should the construction of a new building prove necessary, surrounding neighbors and the broader community members should be notified in advance in order to provide input.

The suggestions presented in this concept represent the ideas of the community, but implementation of such ideas relies upon the ability to successfully negotiate an agreement with the School District, and any decisions with regard to site design, building development and retention of open space will be made by the School District.

Retail Revitalization

One of the central concepts of the *Blackford Neighborhood Improvement Plan* is revitalization of Blackford's small local commercial centers: the Maple Leaf shopping center, and the Williams/Boynton convenience center.

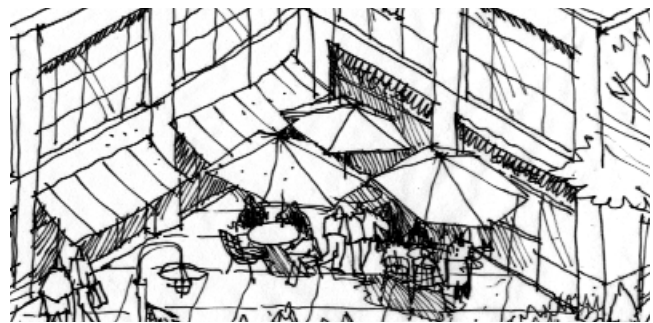
General lack of maintenance in these areas negatively affects the perception of the centers and the neighborhood as a whole. Many of the buildings in these commercial areas appear to need maintenance, painting or façade improvements, and signage is often unattractive or inappropriate. Landscaping is minimal and planters are sometimes filled with weeds. Narrow, deteriorating or missing sidewalks and few crosswalks can create an uninviting environment for pedestrians. In some instances, poor vehicular circulation and inadequate parking make retail use inconvenient.

Healthy retail environments are clean, safe, convenient and attractive places to do business. The community values its close-to-home, neighborhood-serving retail services. But, residents hope to revitalize existing retail, making it more attractive and functional.

As opportunities arise to add new retail uses in these commercial centers, residents would prefer to see additional neighborhood-serving uses locate here. Suggestions include: a neighborhood market or ethnic food market, a café with space for small-scale performances.

The Boynton and Williams convenience center is within the Redevelopment Project Area boundary and therefore qualifies for funding from the Redevelopment Agency Façade

Improvement program and other special programs that can assist with improvements. Because the Maple Leaf shopping area is out-



side the Redevelopment Project Area, improvements are not eligible for redevelopment funding or programs. The concepts discussed with regard to retail revitalization stem from interest expressed by residents. Formal improvement proposals need to be reviewed with property owners for consideration and acceptance. The City should investigate alternative funding sources and work in partnership with private investors to fund improvements. City General Funds and Community Development Block grants may be available for streetscape, sidewalks and landscape improvements, which could be coupled with private investments. In addition, special architectural design services grants and an expedited permit process could help assist in retail center revitalization.

The approach to improving local retail involves developing and implementing comprehensive improvement strategies for both the Maple Leaf shopping center and the Williams/Boynton convenience center.

These strategies should address the following initiatives:

- Improve pedestrian access and circulation;
- Attract additional neighborhood-serving businesses;
- Upgrade buildings and façades;
- Improve vehicular circulation;
- Expand and/or reconfigure parking;
- Install and maintain landscaping;
- Update signage; and
- Establish an ongoing clean-up and maintenance schedule.

Maple Leaf Shopping Center

The Maple Leaf shopping center is made up of three commercial blocks along Saratoga Avenue. For the most part, the center is visually unappealing, but provides a close-to-home retail resource to the surrounding community. Landscaping is sparse and there are many older buildings with outdated façades and unattractive or inappropriate signage. Narrow sidewalks and few adjacent street crosswalks discourage pedestrian use in the area. Inefficient vehicular circulation as well as limited and poorly-designed parking areas make retail use inconvenient.

A top priority for residents is to improve the character and vitality of the Maple Leaf shopping center, making it more attractive and enhancing its value as a community resource (See Figure 6 and see top priority: *Develop and implement an improvement strategy for... Maple Leaf shopping center in the Strategic Action Plan section of this document*).

Pedestrian Connections

Because the Maple Leaf shops are spread over three commercial strip blocks separated by residential streets, pedestrian access to shops is disjointed. Traffic calming strategies should be examined for Barrymore, Mitzi, Piper, Demille and Will Rogers Drives to limit perceived cut-through and speeding traffic and create a more friendly environment for pedestrians.

Crossing Saratoga Avenue can also be a challenge. There is only one crosswalk between San Tomas Aquino and Williams Road.

Sidewalks around the Maple Leaf shopping area are narrow and pedestrian accessibility is often obstructed by overgrown shrubs, large trailer trucks parked along the curb, utility poles in the walkways, or car bumpers projecting into the right-of-way. Additionally, sidewalks are narrow, making access to shops especially difficult for people using wheelchairs and strollers. These conditions can be



The Maple Leaf shopping center on Saratoga Avenue.



Narrow sidewalks with car bumpers projecting into walkway.



Pedestrian accessibility obstructed by landscaping along Saratoga Ave.



Parking layout does not allow for maximum use of retail space.



Truck parking is an issue on residential streets adjacent to Maple Leaf.

ameliorated through regular landscape maintenance, parking space reconfiguration, parking enforcement, and ADA retrofitting where appropriate.

There are currently, two narrow sidewalk paths of travel: one that runs along the street between Saratoga Avenue and the parking lots, and one located adjacent to the storefronts. A potential design scenario to consider might route primary pedestrian circulation adjacent to storefronts, creating a wider, more generous sidewalk. This would allow for a more hospitable pedestrian environment with convenient access to shops. Design alternatives that would maximize outdoor space adjacent to shops for sidewalk dining and/or public seating could also be explored.

Transit stops along Saratoga at Williams Road and at Mitzi Drive also have only a very narrow pedestrian right-of-way, making bus access a challenge. Streetscape improvements should examine alternatives that would allow for sidewalk widening adjacent to these particular transit stops.

Parking Reconfiguration

Shopping center parking is limited and the parking lot configuration does not allow for maximum use of retail space. More efficient parking alternatives and potential re-striping of spaces should be considered as part of the overall Maple Leaf improvement strategy. Design alternatives could be explored to provide additional parking and wider sidewalks. Reconfiguring driveway entries for more efficient access should be considered.

Where walkways interface with parking lots, wheel stops need to be located a safe distance from adjacent walkways to prevent auto bumpers from infringing on the sidewalk right-of-way.

Trucks/tractor-trailers regularly park near the Maple Leaf shopping center just off Saratoga Avenue, along residential streets such

Barrymore Drive, Mitzi, and Demille. The appropriate parking restriction signage should be installed in these areas to prevent commercial truck parking.

Retail Opportunities

Residents expressed an interest in attracting additional family-friendly neighborhood-serving uses into the Maple Leaf center. Suggestions for uses that might enhance the center's vitality include: a neighborhood market and/or an ethnic food market; a coffee shop or bakery with outdoor seating; and a bistro with space for small-scale acoustic performances.



Bumpers infringe on sidewalks, making pedestrian access and outdoor seating confined.

Public Open Space Opportunities

Design alternatives could be explored to provide more opportunities for outdoor seating/small public gathering places adjacent to retail. Sidewalk display areas, outdoor dining and landscaped seating areas could be captured on-site through reconfiguration of parking lots and side streets.

Façade Improvements

Community members appreciate the recent renovations to Momoyama Sushi, the center's Japanese restaurant. These façade and signage enhancements stand out as examples that adjacent businesses could follow to update buildings and improve the center's image.

Many façades at the Maple Leaf center could benefit from new awnings, trim, fresh paint or other renovations.



Design alternatives could be explored to provide opportunities to expand outdoor seating adjacent to retail.



Residents appreciate recent façade renovations to Momoyama Sushi.

Streetscape/Landscape

Streetscape enhancements can help create an attractive retail setting. City landscape grants may be available to implement landscape improvements, such as planting trees, shrubs and flowers at the Maple Leaf center. Street tree and median plantings along Saratoga Avenue could also greatly improve the center, as well as the appearance of Saratoga Avenue as it runs through the Blackford neighborhood.

Residents recommend replacement of the spray-painted rocks at the center and plant small-scale shrubs and colorful flowers. Regular landscape maintenance is also important in projecting a well-cared for image to the community and in ensuring that walkways are clear for pedestrian use.



Modernizing signage and undergrounding utilities would improve the overall appearance of the Maple Leaf shopping center.

The existing overhead utilities are unsightly, obstructing views and increasing the need to trim healthy tree canopies. Undergrounding these utilities would enhance the overall appearance of the Blackford street environment. Feasibility and potential funding sources for utility relocation should be examined. Due to the current energy crisis and lack of funding, the availability of funding for this improvement action is uncertain. However, utility relocation remains a long-term goal.

Signage and Window Display

Commercial signage can contribute to an attractive, well-integrated retail character. Modernizing Maple Leaf shopping center signs and strengthening code enforcement for private business signs will support the neighborhood beautification objective. The outdated shopping center pole signs at the corner of Saratoga Avenue and Barrymore Drive have been identified as being particularly unattractive.

Excessive posters and advertising in windows should be examined for compliance with signage regulations.

Bars on doors and windows create a sense of insecurity about the neighborhood and portray a dangerous and unwelcoming retail environment. The property owner and business owners should evaluate the necessity of these window and door bars, and consider alternatives or the possibility of removing them.

Coupled with façade improvements and new landscaping, a new sign program and new monument signs on corners could make a significant impact.

Maintenance

Removing unsightly storage sheds and cleaning up debris behind Maple Leaf shops will contribute to an improved perception of the area.

The parking lot appears to suffer from ineffective drainage. Drainage issues should be identified and resolved in order to ensure that stagnant water doesn't pool in the lot or cause problems on adjacent streets.



Excessive posters and advertising in windows are unappealing.



The service areas behind Maple Leaf shops should be well-maintained.



The convenience center near Williams Road and Boynton Avenue.



Residents appreciate the center's neighborhood-serving retail uses.



The area behind the center is subject to littering, graffiti and loitering.

Williams/Boynton Convenience Center

There is a small convenience center located on the north side of Williams Road just west of the Boynton Avenue intersection. This retail center contains a 7-11 convenience store, a dry cleaner, fabric-care center, and a small liquor store. Residents appreciate this neighborhood-serving retail, but would like to improve the appearance of the center. Primary concerns to address at the convenience center are debris, graffiti, weeds, and overall lack of maintenance. Loitering is also an ongoing problem, and building façades as well as landscaping and parking lot conditions are in need of improvement (See Figure 7 and see top priority: *Improve the appearance, level of maintenance and parking issues at the convenience center at Williams Road and Boynton Avenue* in the Strategic Action Plan section of this document). These conditions not only detract from a positive image of the neighborhood, but may also create a perception of resident and property owner disinterest that can attract additional loitering or crime to the area.

Maintenance

The Williams/Boynton convenience center is frequently littered with debris. Providing additional trash receptacles and possibly posting littering fine penalty signs may help to discourage this behavior. Designating the center as a key clean-up area as part of a community-based neighborhood clean-up event or community pride project could be helpful on a short-term basis, but the center critically needs ongoing maintenance to ensure its cleanliness on a regular basis.

The convenience center is often subject to graffiti, particularly on the back of the building where visual surveillance is limited. While commercial property owners are responsible for removing graffiti from their property, they can receive advice and free paint through the City's Anti-graffiti program (408-277-2758). Or, if the graffiti is in the public right-of-way, the volunteer-based Anti-graffiti group

can help remove it. Rapid response to graffiti is important and the Anti-graffiti program can help prevent and remove graffiti through education, eradication and enforcement.

Loitering is prevalent in the area, especially in the parking lot behind the center, where lighting can be dim and visibility from Williams Road is blocked. In order to discourage loitering and improve surveillance, security lighting should be installed around the center, particularly in the rear parking area. Other strategies might be to restrict public access to the rear with decorative fences or gates, or to partner with the under-parked building next door and possibly arrange for shared parking since the parking area is under-utilized. The asphalt parking area also needs to be resurfaced.

Façades and Storefronts

Portions of the building are unattractive and could benefit from upgraded façades and fresh exterior paint. Façade improvements here might be possible through the City Redevelopment Agency's programs. Eligibility will need to be verified as more specific concepts are developed for proposal. Implementation may rely on owner contribution.

Many residents feel that storefront window displays could be improved, especially at the liquor store where there are many temporary ads/posters displayed in the windows. A discussion should be initiated with the property owner and the business owner to determine an agreeable solution and evaluate compliance with the sign code.

Landscaping

Currently the convenience center has minimal landscaping. Some existing planters are filled with unmaintained ivy and weeds. Removing ivy and weeds and planting shrubs, ground cover, colorful flowers and several trees would greatly improve the center's appeal. Planting canopy trees near the bus stop in front of the center will



The building could benefit from façade improvements.



Residents hope to remove ivy and improve the center's landscaping.



Pedestrians enter the center via the vehicular drive.



A footpath has been carved through Ivy since the center lacks a pedestrian connection.

support a more comfortable transit experience and enhance the center's appearance. A regular maintenance regime should be established to ensure that plants remain healthy and that planter beds stay weed-free.

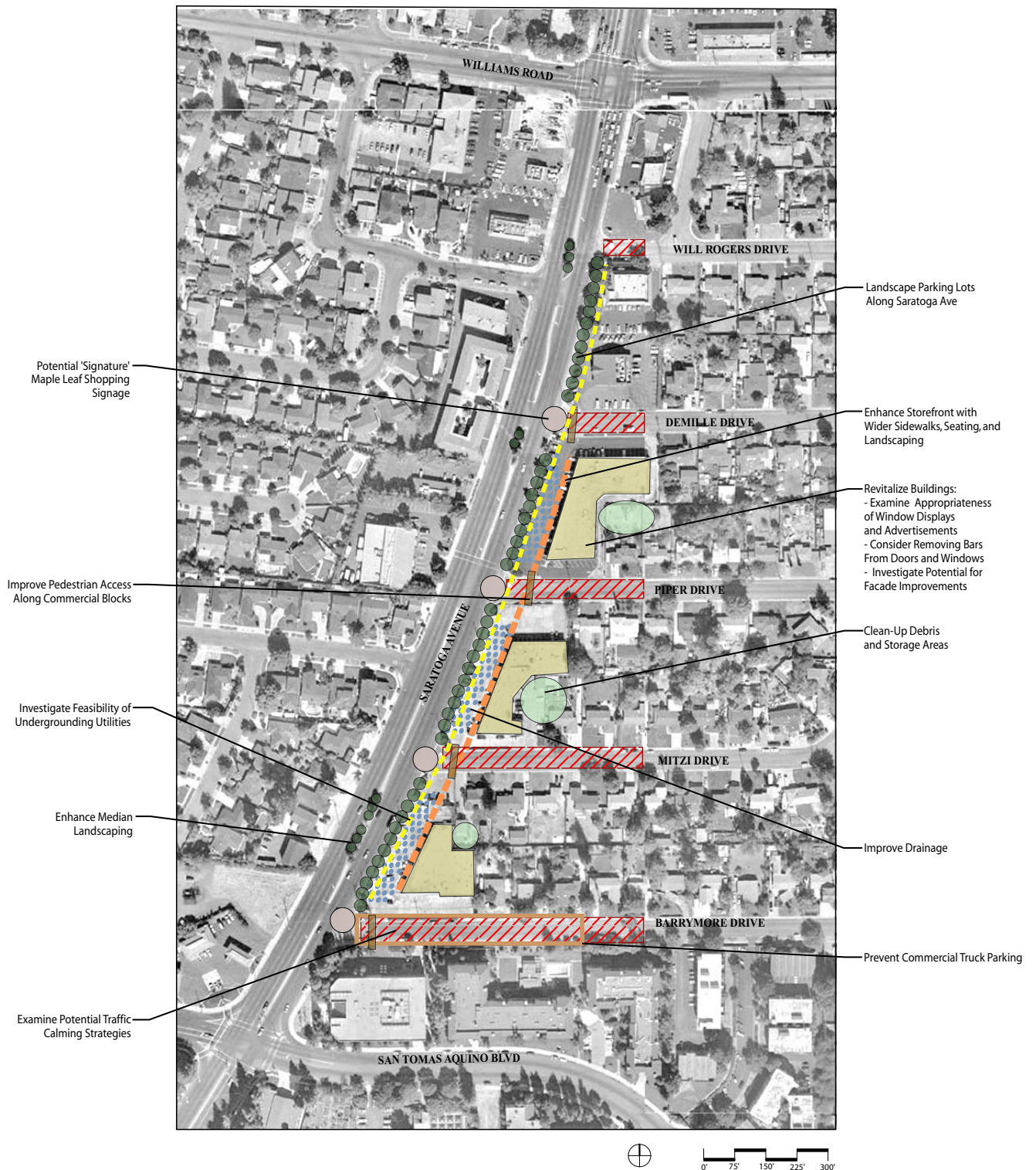
Pedestrian Access and Transit

The center does not have a pedestrian entrance. Pedestrians enter via the vehicular driveway or by cutting across the perimeter planter. Improving access for pedestrians is a priority.

There is an existing bus stop and bench located in front of the convenience center. Community members would like to have a bus shelter installed at the convenience center bus stop. A bus shelter would improve the center's appearance and provide a more comfortable place to wait for buses. Resources outside of Valley Transportation Authority (VTA) need to be explored for implementation. Ridership at this location most likely will not meet VTA's criteria to warrant construction of a shelter. A private grant should be explored to help fund bus shelter construction.

Parking

Frequent illegal parking at the adjacent office building affects pedestrian access and safety in the area. In the past, office employees have parked on lawns or blocked driveways and sidewalks around the area. As discussed under the *Circulation/Parking* heading earlier in this *Improvement Plan Concepts* section, creative strategies should be explored to determine how to remedy parking demand. One option to consider is a reciprocal access agreement for use of the parking lot behind the convenience center that is generally underutilized. Another creative strategy might be to explore lease agreements with nearby churches for employee parking during business hours.



PRELIMINARY MAPLE LEAF IMPROVEMENT CONCEPT

Figure 6



**PRELIMINARY WILLIAMS/BOYNTON
CONVENIENCE CENTER CONCEPT**

Figure 7

Neighborhood Beautification

The overall appearance of a neighborhood contributes to the "quality of life" and livability of the area. Currently, portions of the Blackford neighborhood would benefit from landscaping, streetscape enhancements and general maintenance. Some multi-family housing areas, such as the Colonial Gardens and the Underwood Apartments are in particular need of revitalization. Conditions frequently include excess debris, stray shopping carts, graffiti and illegal dumping. A number of residential and commercial areas lack street trees, landscaping, and lighting. Amending these conditions will improve the neighborhood's image.



The objective of this improvement plan is to beautify residential and commercial areas and improve the ambiance of the neighborhood. Improving Blackford's overall appearance could help to build community pride, raise property values and help make the area a more pleasant place to live, work and play.

This improvement concept is closely related to other improvement concepts in the plan, such as Retail Revitalization, Vehicular and Pedestrian Circulation, and Parks and Community Facilities. Improvements in these areas will have an impact on overall neighborhood beautification. Many of the Neighborhood Beautification Concepts are programmatic. The programs should work in conjunction with physical design solutions to improve the overall appearance of Blackford.

Neighborhood beautification involves these main strategies:

- Improve landscaping, lighting, and the street environment;
- Intensify neighborhood clean-up efforts;

- Revitalize housing;
- Maintain continued, strong enforcement of municipal regulations; and
- Strengthen Community Involvement and Neighborhood/Property Owners' Associations.

Street Environment

The overall image of the neighborhood will be enhanced with streetscape improvements to landscaping, lighting and utilities.

Landscaping



Curb damage from shallow tree roots.

Vegetation in existing medians and planting strips in the Blackford area is minimal and existing vegetation and planters are often poorly maintained. The Liquidambar trees in the neighborhood are problematic since they seasonally drop large seed pods that litter sidewalks and gutters. Their shallow roots tend to lift sidewalks, break up curbs and street surfacing, and clog sewer pipes. They are also slow to recover if pruned incorrectly, and they are somewhat fragile, with a propensity to drop branches when stressed. In addition to Liquidambars, there are other tree species in the area that tend to cause similar problems.

The Neighborhood Beautification concept includes replacing problematic trees over time, planting additional street trees and landscaping in residential neighborhoods, as well as along major thoroughfares, and ensuring regular landscape maintenance.

Problematic trees for potential replacement should be identified during a thorough street tree survey. Since it can take decades for newly planted trees to grow to their full height and maturity, this strategy includes developing a staggered implementation schedule of tree removal and replacement to ease the transition. The schedule should allow for removal of the most problematic trees first (See top priority: *With the cooperation of willing property owners, create a street tree planting plan and a phased planting and replacement program*

in the *Strategic Action Plan* section of this document). In cases where Liquidambar are mature, healthy, and are not causing pavement/sidewalk damage, plant growth regulator treatments might be explored to limit the number of seed pods dropped so that these trees could be retained.

In addition to tree replacements, some streets in the Blackford area lack street trees altogether or have discontinuous street tree plantings. Residents would like to beautify the neighborhood by planting new street trees to develop tree-lined neighborhood streets.

Planting street trees requires property owner initiative. Responsibility for care and maintenance of trees within adjacent planter strips in the public right-of-way rests with the adjacent property owner. Property owners must, therefore, be proactive in caring for these trees in order to maintain a beautiful residential streetscape. One of the initial implementation steps in the neighborhood street tree planting strategy involves working with property owners to determine who is interested in having new street trees in front of their homes.

Neighborhood Associations should work with the City Arborist's Office to determine locations and appropriate tree species to plant. The City Arborist's office has developed a street tree planting list to ensure that new street trees will be compatible with given conditions and will not cause problems like the Liquidambar and others have. Efforts should be made to plant a variety of species so that the entire tree system is not at risk of any particular problems (such as Dutch Elm disease).

A tree planting event involving collaboration among Blackford Neighborhood Associations would provide an excellent opportunity to make an immediate positive change in the



Mature trees make an attractive street canopy that can take decades to develop.

neighborhood. Such an event could be combined with other neighborhood social events (for example Earth Day or Arbor Day celebrations).

San José Beautiful (a City program) and Our City Forest, a local non-profit organization, work with individuals and neighborhood groups to facilitate tree planting and neighborhood beautification projects. As San José's "one-stop shop" for tree planting, Our City Forest provides site assessments, species selections, tree care plans, as well as necessary permits and clearances. Neighborhood associations and individuals are encouraged to call Our City Forest (408-99-trees) and San José Beautiful (277-5208) directly to inquire about their services. Where possible, tree replacements should be coordinated with sidewalk and drainage repair, and root barriers should be used where appropriate.



Residents would like to see colorful, well-maintained landscaping like this display at the neighborhood senior center.

Specific areas that residents pinpointed for potential landscape improvements, which may include shrub, flower and tree plantings, are: Colonial Gardens Apartments; Underwood Apartments; the Post Office; the Maple Leaf shopping center; the Williams/Boynton convenience center; and along thoroughfares such as Payne Avenue, Williams Road, and Boynton Avenue; Saratoga Avenue; and San Tomas Expressway.

Landscape improvements could also be incorporated in the design of traffic calming components that might be developed in the future, (as deemed appropriate), such as islands and bulb-outs/chokers.

There may be grants available through the City to help finance public landscape improvements. A new blight ordinance was recently approved to encourage landscape improvements for single family residences, and a landscape grant for multi-family housing is expected to take effect in early fall of 2002. A County Expressway study is underway to consider possible landscaping and streetscape improvements for San Tomas Expressway.

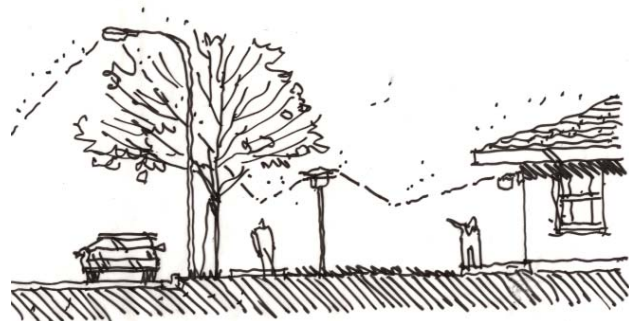
Residents aim not only to install attractive landscaping throughout the neighborhood, but also to establish a regular maintenance regime for new and existing landscaping. An important part of residents' concept for neighborhood beautification involves keeping the neighborhood clean and well-cared for.

A number of actions and areas in need of immediate attention include: trimming trees that tend to block light fixtures (See top priority: *Improve public lighting levels...* in the *Strategic Action Plan* section of this document); clearing overgrown vegetation from public walkways; keeping parkstrips and commercial planters free of weeds; replacing dead trees in parkstrips; and improving sports field maintenance. Neighborhood Associations might organize work parties that focus on landscape maintenance, or recruit local clubs and community-based organizations (such as Scouts, Little Leagues, sororities/fraternities or other philanthropic groups) to help. Elderly and disabled residents who may have difficulty caring for their yards could also benefit from volunteer efforts.

Lighting Improvements

A top priority for residents is to improve public lighting levels throughout the neighborhood (Also see Figure 5 and see top priority: *Improve public lighting levels...* in the *Strategic Action Plan* section of this document). Community members specified a critical need for enhanced pedestrian lighting to improve visibility around local schools, commercial centers, and at Starbird Park/Community Center. Key areas to consider lighting needs include: the Williams

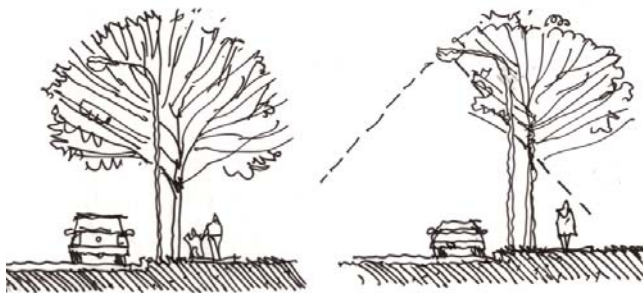
Road/Boynton Avenue convenience center, Maple Leaf shopping area, the parking alley between the Underwood Apartments and Blackford High School; streets north of Anderson School; the Colonial Gardens Apartments; and some residential neighborhoods. Improving lighting at the Williams Road/Boynton Avenue conven-



Street lighting, pedestrian-scale lighting and wall-mounted security lighting will help illuminate streets and walkways.

ience center may help to deter the loitering and vandalism that neighbors report are prevalent there. Lighting enhancements in the Maple Leaf shopping area could also contribute to a more comfortable retail environment.

There are a range of strategies for improving lighting in the neighborhood. In some instances, overgrown trees tend to obscure existing light fixtures and branches simply need to be trimmed so that existing lights can function effectively. In other cases existing light fixtures can be improved by replacing bulbs. Some areas lack lighting altogether and could benefit from new street light fixtures or wall-mounted security lights. Specific locations for potential lighting installation and repair should be identified through a neighborhood lighting assessment.



In cases that trees block lights, tree limbs simply need to be trimmed so that existing fixtures can function effectively.

In order to implement installation of new light fixtures, new funding will need to be identified. One possibility to examine is the formation of a special lighting assessment district. Forming a lighting assessment district would involve passing a bond that property owners would contribute to annually to fund new light fixtures.

Mounted lights on private property can also help illuminate public areas. Incentives should be developed to encourage private property owners to mount security lights on their build-

ings or to install pedestrian-scale lamp posts in front yards. Other cities have successfully funded grant programs where the city provides lamp fixtures to property owners if they agree to install them and pay for the electricity and long-term maintenance.

Utility Relocation

Utility lines clutter the horizon, obstructing views, and often increasing the need to trim healthy street tree canopies.

Overhead utilities adjacent to the Maple Leaf shopping center are particularly unappealing and utilities running down the alleys and courts at the Colonial Gardens apartments are unattractive and ill-sited.

Undergrounding utility lines, particularly adjacent to the Maple Leaf shopping center would enhance the overall appearance of the Blackford street environment. Because of the potentially high cost to individual home owners, alternative funding sources for utility relocation need to be identified to help cover the expense. Due to the current energy crisis and lack of funding, the feasibility of this improvement action is uncertain. However, utility relocation remains a long-term goal.

Neighborhood Clean-Up Efforts

Visible accumulations of trash and large bulky waste, improper storage of garbage/recycling receptacles, stray shopping carts and graffiti all detract from neighborhood livability. Lack of maintenance also creates a perception of resident disinterest that can attract crime to the area.

Neighborhood clean-up strategies encompass a variety of solutions, ranging from initiating bulky waste pick-up events to expanding volunteerism and intensifying outreach efforts for existing programs.

Key Clean-up Sites

There are several sites in the Blackford area that are particularly blighted with excessive trash, unwanted household debris, shopping carts and sometimes graffiti. These sites include:

- The Colonial Gardens apartments multi-family housing area;
- The Underwood apartments multi-family housing area (especially in the alley between Underwood and Blackford High School);
- Roewell and Oakmont Drives;
- Woodflower Way between Woodcreek Lane and Caravella Drive;

- San Tomas Aquino Parkway (carports behind multi-family housing);
- Maple Leaf shopping center; and
- The convenience center at Williams and Boynton.

Holding more community pride projects (clean-ups, neighborhood plantings, block parties) in these particular areas would allow residents an opportunity to meet one another and build their skills and interest as neighborhood stewards. Organizing more clean-up events around the neighborhood as a whole will improve the overall cleanliness and perception of the area. The Neighborhood Development Center recently developed a "how-to" guide called, *Let's Talk Trash*, that outlines the process for organizing a neighborhood clean-up event. This guide is a valuable resource, especially for neighborhood associations who have never run a clean-up event. The Neighborhood Development Center (408-277-5350), the Council Office and Code Enforcement Officers could also be instrumental in facilitating clean-up events.

Bulky Waste/Illegal Dumping/Littering

At Colonial Gardens and at Underwood apartments, large bulky waste is often inappropriately discarded in front of properties and frequent illegal dumping of used car oil has been reported at Colonial Gardens.



A couch discarded on the street near Colonial Gardens apartments.

One strategy for curbing illegal dumping where household bulky waste is concerned is to provide more opportunities to conveniently discard of bulky waste items, such as old appliances and furniture. Residents would like to initiate a twice-yearly City-sponsored bulky waste pick-up (*Dumpster Days*) for items normally excluded from traditional waste collection. Providing a convenient means of disposing of bulky waste should make utilizing the pick-up program a more attractive option than the illegal dumping alternative. The City currently offers the Recycle Plus program for disposal of large

household items (408-277-2700). This program provides for an arranged pick-up of up to three large bulky waste items for only \$18 for single family homes and \$55 for multi-family. Each additional item is \$19. The Recycle Plus program and the proposed annual bulky waste pick-up should be aggressively publicized to ensure maximum participation. Illegal dumping should be reported immediately to the Department of Transportation (408-277-4373). Residents also suggested situating a dumpster at a local school for use by Blackford residents on weekends, posting signs with fine penalties for littering, and crafting an overall educational campaign to help combat litter problems in the neighborhood.

Shopping Carts

The Colonial Gardens apartments and the Underwood apartments area are especially burdened with stray shopping carts. Some are left turned over on front lawns and sidewalks, adding to the disheveled look of the area.

Taking shopping carts off-site is usually the result of lower income tenants who do not own cars, relying on the carts as a means to transport groceries by foot. Holding a community meeting focused on the stray shopping cart issue could be beneficial in exploring possible constructive solutions. The City's Code Enforcement division has a list of merchants that will sell foldable convenience carts at reduced cost to their customers who need them. In addition, the City has a program coordinated with local grocery stores to pick up stray shopping carts. Shopping carts in need of pick-up should be reported by calling the City's Call Center hotline (408-277-4000).



A stray shopping card near the Underwood apartments.

Graffiti

Graffiti has been reported at the Williams/Boynton convenience center, (especially in the parking area behind the buildings where visibility is blocked), at the Maple Leaf shopping center and in some multi-family areas such as the Underwood and Colonial Garden apartments. Immediate graffiti clean-up efforts should target these problematic sites.

The City's Neighborhood Action and Anti-graffiti programs have made positive contributions to the neighborhood clean-up effort. Both of these programs are effective because of volunteer support. The Neighborhood Action program (408-277-4133) is offered by the San José Police Department that teaches residents to monitor public nuisances and drug/gang-related nuisances. The Anti-graffiti program (408-277-2758) aims to prevent and remove graffiti through education, eradication and enforcement. This group can remove graffiti in the public right-of-way. While residential and commercial property owners are responsible for removing graffiti from their property, they can receive advice and free paint through the anti-graffiti program. Encouraging rapid community response to graffiti and recruiting additional volunteers for these programs will help reduce graffiti in the area.

Housing Revitalization

Blackford residents hope to improve the overall conditions and appearance of housing in the neighborhood and encourage better maintenance of properties. Overall, improving housing will require a long-term, multi-faceted approach that addresses housing issues from a variety of angles.

Major strategies include:

- Maintain continued, strong enforcement of municipal regulations;
- Strengthen existing programs that support home improvement, such as housing rehabilitation programs; and
- Develop and implement strategies for improving the appearance of particularly deteriorated multi-family housing in the neighborhood, such as Colonial Gardens and Underwood apartments.

Enforcement and Regulations

As indicated earlier, improving Code Enforcement and reporting is an effective strategy to help improve the neighborhood's appearance. Improving enforcement is tied to improving the community's understanding of City Codes and improvement programs and maintaining regular communication between enforcement officials, neighborhood residents, and property owners. The City Code Enforcement Division has many resources available for public education programs and should continue to increase outreach efforts about these programs.

Developing a citizens' guide to City codes may be helpful in educating residents about their responsibilities and describing how residents can help contribute to neighborhood beautification. An aggressive outreach campaign to distribute such a guide should include door-to-door distribution to target properties that could benefit most from information about improving blight and avoiding code penalties. In the meantime, neighbors are encouraged to report perceived code violations to the Code Enforcement Department at (408) 277-4528.

Another way to respond to the community's priority to improve the appearance of the neighborhood, the City's Code Enforcement Division could assign "Driveway Teams" to tour the Blackford neighborhood to identify code violations. These proactive teams are a sub-division of Code Enforcement that can be initiated upon request of the Blackford NAC; the "Team" focuses on rapid response to conditions that create visual blight.

This "Driveway Team" approach utilizes an effective combination of education and enforcement. Residents first receive a letter of notification from the Code Enforcement Division about the upcoming neighborhood tour, as well as a description of codes that need to be adhered to. Neighbors then have time to correct any violations before the assigned tour. If violations are observed during the tour, courtesy warning letters are sent to property owners, advising them to make necessary corrections by a specified date. Inspectors then revisit sites after the compliance date, and any violations that have not been corrected may be subject to an Administrative Citation with fines generally ranging from \$75 – \$500. As a result of NAC members meeting with city Code Enforcement officers, this process has begun in the Blackford neighborhood. Increasing the number of inspectors in future budget years would ensure the continuation of this constructive work.

In addition to the exterior blight that City Code Enforcement inspectors pinpoint during their "Driveway" tours, there are also interior maintenance conditions in many units that need to be addressed on an ongoing basis. Living units that have suffered from deferred maintenance over the years may have serious health and safety problems, such as electrical or plumbing in disrepair, or broken appliances. Although complaint-basis inspections are available in the City, many tenants either may not realize that this service is available, or may be afraid to report problems for fear of losing their housing or jeopardizing their relationship with their landlord. Establishing a regular pattern of annual, City Code Enforcement inspections, at least for more consistently blighted residences, would

help resolve many of these issues. Providing code enforcement and multi-lingual tenant rights information to tenants and to ensure anonymity in complaint reports could also help tenants feel more comfortable about reporting problems.

Housing Rehabilitation Programs

Maximizing incentives for property and building upgrades is an important way to encourage near-term physical improvements to housing in the neighborhood. The City offers low-interest home improvement loans and grants for low to moderate-income property owners of both single-family and multi-family housing (up to 8 units). This financial assistance can be used for housing improvements ranging from practical utility upgrades to aesthetic improvements, such as exterior paint, landscaping, fencing and driveway repairs. These programs are also available to landlords who rent to income-eligible tenants.

Creating an aggressive outreach strategy for distributing information about these housing rehabilitation programs may help target those individuals who could benefit most from this type of program. An outreach strategy would include distribution of application materials and information at neighborhood association meetings, door-to-door contact throughout the neighborhood, and marketing at neighborhood events, such as the National Night Out in Starbird Park. Developing housing rehabilitation applications seminars could be instrumental in helping property owners complete and submit applications for City rehabilitation loans and grants. Associations can also assist housing revitalization efforts by identifying properties in their area that could benefit from the programs and sharing information with those property owners and tenants.

Another means of encouraging residents to take an active role in beautifying their homes is to initiate an awards program to encourage and recognize exceptional efforts in home and landscape improvements in the neighborhood. An awards program could be



Example:
well-maintained Blackford housing.



Example:
well-maintained Blackford housing.



Example:
well-maintained Blackford housing.



An awards program and outreach strategy for housing rehabilitation programs could encourage home improvements.

developed through neighborhood associations in partnership with the City. Tenants and homeowners alike should be eligible for such a program. Recognizing neighborhood achievements in home revitalization also provides opportunities for neighbors to meet one another and for neighborhood associations to recruit new members.

Strengthening education and communication between tenants, landlords, and building managers improves housing conditions and builds positive relationships. The City's Project Blossom program offers a number of educational seminars related to improving private property. They provide training seminars for tenants and landlords, and a property management seminar that provides property managers and owners with basic management techniques for screening tenants, writing rental contracts, enforcing house rules, and conducting routine maintenance. Tenant seminars are designed to educate renters about their responsibilities and how they can help in the routine upkeep of their units. At the completion of the training seminars, Project Blossom staff can assist interested property owners in the formation and organization of property owners associations. A key component of this program is facilitating coordinated management of rental properties. This effort has already assisted in the formation of property owners' associations at Underwood Apartments and at Colonial Gardens. Other interested property owners should contact Project Blossom directly (408-977-0159 ext. 207).

The City's Housing Department offers a popular tenant/landlord conflict resolution program for rent-controlled properties that would benefit from a voluntary program to include non-rent-controlled properties. Clarifying responsibilities and improving communication between tenants and landlords helps ensure that owners maintain their properties and that tenants avoid "doubling-up" and overcrowding properties. Increasing staffing in this rental dispute program would help support additional outreach to the area, increasing the effectiveness of the program.

Strategies for Improving Colonial Gardens and Underwood Apartments

In addition to the concepts highlighted above with regard to improving the appearance of housing in the neighborhood, a key part of the neighborhood beautification concept involves developing improvement strategies for Colonial Gardens and Underwood apartments. These multi-family housing areas are particularly deteriorated and were identified by the community as top priorities for improvement (Also see top priorities: *Develop and implement a strategy for...Colonial Gardens apartments and develop and implement a strategy for...Underwood Apartments* in the *Strategic Action Plan* section of this document). The aim of these priority actions is to develop comprehensive plans and a systematic processes for improving the appearance and living environment in these areas so that proposed improvements can be strategically implemented. Rejuvenating these residential areas will improve livability for tenants and contribute to a more positive image of the Blackford neighborhood as a whole.

In both of these areas property owners, home owners' associations and tenants should coordinate with the Department of Housing to develop and finalize improvement plans. A promising way to secure façade improvement/exterior improvement funding is to coordinate proposed improvements and apply for funding from the City as a group since proposals that reflect collective ideas and a unified concept can be more effective.

COLONIAL GARDENS APARTMENTS

The Colonial Gardens apartments are located on the east side of Boynton Avenue between Rhoda Drive and Caravella Drive. These apartments provide a substantial amount of multi-family housing for the Blackford neighborhood with 172 residential units. While the property owners' association has made a number of improvements



The Colonial Gardens Apartments.



Stray shopping carts along Boynton at Colonial Gardens apartments.



Exterior repairs and paint could greatly improve the appearance of the Colonial Gardens buildings.



Apartment alleys/courts have excessive asphalt, potholes, poor drainage and overhead utilities.

in the past few years, including the installation of attractive fencing and landscaping along Boynton, there is a desire for further improvements to this area. Some of the apartments suffer from deferred maintenance and the complexes generally have deteriorating paving and drainage, poor pedestrian and vehicular access, and limited private open space. Bulky household debris and stray shopping carts can often be found in the area.

Many of the Colonial Garden buildings are unattractive and could benefit from façade enhancements and fresh exterior paint. The private property area is dimly lit and could be improved with the addition of security lights. The private courts and alleys between the living units consist of excessive asphalt paving that is in disrepair and contributes to drainage problems. The appearance of the complex could also be greatly enhanced by adding attractive vegetation in planter strips and by infilling street trees at Colonial Gardens entry driveways along Boynton Avenue.

As discussed earlier in this section under *Vehicular Circulation, Streetscape and Pedestrian Access*, the Rhoda Drive/Boynton Avenue intersection could benefit from improvements. The intersection is frequently used by children and families walking to nearby Anderson Elementary School. Intersection visibility could be enhanced, stop signs are sometimes blocked by vegetation, there are no curbcuts or ramps in the sidewalk to access crosswalks (pedestrians have to walk through the planting strip to get to the crosswalk), and often cars park too close to the Rhoda Drive entrance, blocking crosswalks for pedestrians. The overall strategy for rejuvenating Colonial Gardens should be implemented along with proposals for ameliorating these conditions.

Although many children live at Colonial Gardens, there is very little space for children to play. There is one tot lot on-site that needs to be upgraded and renovated to meet current safety and accessibility

ity standards. Tot lot use is currently restricted to residents of the adjacent building owned by Community Housing Developers. It is hoped that through cooperative efforts, Community Housing Developers will join the Colonial Gardens Property Owner's Association and through collaboration with other owners, the tot lot can be brought up to current code and made accessible to all children who live at Colonial Gardens.

Alternatives might be explored to reconfigure parking and vehicular access to accommodate additional open space and play areas. In addition, there is a small structure, formally a pool house, which residents have expressed interest in converting to an activity center for the kids. The feasibility of this will need to be explored as the building is significantly deteriorated.

Preliminary improvements to include in the comprehensive strategy include (See Figure 8):

- Façade enhancements/exterior painting;
- Pedestrian-scale lighting;
- Rehabilitation of the existing carport between Waterbury and Bridgeport Courts;
- Renovation of the existing tot lot (at the former swimming pool location) to meet safety and accessibility standards;
- Exploration of renovation and reuse of the old swimming pool lifeguard structure as an activity center;
- Boynton/Rhoda intersection improvement alternatives;
- Road resurfacing;
- Drainage repair; and
- Landscape installation.



The adjacent Boynton/Rhoda crosswalk dead ends into a curb and a planting strip.



Many Underwood buildings are in disrepair.



Building façades and trim often have chipped or peeling paint.



Some planting areas are bare or filled with weeds.

UNDERWOOD APARTMENTS

The Underwood apartments are located just south of Blackford High School. Due to a general lack of maintenance, primarily in terms of building upkeep, landscaping and inappropriate storage/disposal of large bulky debris, the Underwood apartments project a blighted image.

Many buildings have chipped and peeling paint and unattractive façades. Vegetation is sparse, and where there are lawns, they are often weedy and unhealthy. Several planter strips are empty or simply filled with weeds. Unsightly chain link and wire fencing line some walkways. A number of driveways and curbs/gutters are significantly deteriorating.

The parking alley located between the north side of Underwood Apartments and Blackford High School is not well-lighted. This area also frequently accumulates bulky waste storage and inoperable vehicles.

Debris, large bulky waste and stray shopping carts can often be found throughout the Underwood neighborhood on streets and sidewalks and in yards.

The improvement strategy for the Underwood Apartments should include the following initiatives (See Figure 9):

- Façade enhancements/exterior painting;
- Installation of security lighting in the parking alley between the north side of Underwood Apartments and Blackford High School.
- Driveway resurfacing;
- Curb/gutter enhancements;
- Drainage enhancements;
- Landscape rejuvenation (including street tree plantings along Williams Rd. and Boynton Ave.);
- Installation of additional trash receptacles;

- Posting of "no littering" signage with fine penalty warnings;
- Outreach to Underwood residents about the City's waste pick-up program; and
- Code enforcement to curb parking on front lawns and illegal on-site auto repair.

Some tenants and property owners have made positive contributions to the apartments by painting façades, planting flowers, and keeping units well-maintained. In addition, new street trees were recently planted on Underwood and Barker Drives. Although the Underwood apartments have been somewhat improved in recent years through the efforts of Project Crackdown, the area is still in need of substantial beautification efforts. Implementing physical and programmatic improvements will make living conditions more pleasant for tenants as well as neighbors.



The Underwood parking alley adjacent to Blackford High School could benefit from security lighting.



Debris and stray shopping carts are ongoing problems in the area.

Community Involvement and Neighborhood/ Property Owners' Associations

Ideally, residents and property owners act as stewards of their neighborhoods – maintaining their residences to the extent possible, and helping to nurture the health of their community.

One of the primary objectives of the Strong Neighborhoods Initiative is to empower community members to be proactive leaders and stewards of positive neighborhood change. In order to encourage ongoing participation, education, outreach, and a strong network of communication are essential.

The City recognizes that no one will shepherd improvements to the neighborhood more vehemently than those who reside there. Strong neighborhood associations and neighborhood leaders are important in fostering ongoing neighborhood beautification. As part of a neighborhood association, neighborhood leaders can listen to residents' concerns and ensure that neighborhood improvement goals are effectively communicated to the City.

There are a number of neighborhood associations that are active in the Blackford Neighborhood: the Boynton Neighborhood Association, the Primrose Neighborhood Association, the Colonial Gardens Association, the Underwood Apartment Association, and the newly formed Primrose Neighborhood Association. The neighborhood around Anderson School has not organized a formal association, but does have many residents who are active in the community. Formalizing this association and forming new associations or expanding associations into areas that are not currently covered by an association could help further the neighborhoods' objectives (See Figure 10). The Blackford area also has strong faith communities who contribute to the neighborhood improvement and community building efforts.

The neighborhood improvement concept seeks to build an effective communication system by creating neighborhood leaders and empowering neighborhood associations with the tools they need to

work with the community. A strong educational component coupled with an effective outreach strategy will provide community members with the resources they need to be good citizens and stewards. The City's Neighborhood Development Center (408-277-5350) offers training programs (free-of-charge) for community members that cover topics such as meeting facilitation, public speaking, conducting outreach, writing grant proposals, and organizing community involvement. Special training sessions may be arranged through the Neighborhood Development Center. Neighborhood association members and aspiring neighborhood leaders are encouraged to attend these training sessions.

Widely distributing information about neighborhood association membership and neighborhood leadership training programs are critical to expanding and strengthening neighborhood associations. An outreach strategy should seek broad-ranging means of distributing information, such as door-to-door, by mail, and through local schools, libraries, daycare centers, churches, clubs, and other community organizations. Materials should be available at local stores and supermarkets as posters and leaflets. Neighborhood leaders could also encourage community involvement and present information about neighborhood associations at community events or meetings of local organizations.

Neighborhood events can also help focus efforts of residents towards a common purpose. These social gatherings provide opportunities to meet neighbors and help build a sense of community. Blackford residents enjoy neighborhood events, such as *National Night Out* and would like to see more pride events, celebrations and family-oriented festivals held in the area. Organizing successful neighborhood gatherings relies on strong neighborhood organization and collaboration between neighborhood associations. In addition to working with neighborhood associations, residents specified a goal of coordinating more joint-events with local schools, churches and the library. Blackford neighbors hope to continue building positive alliances in the community and working together to create a better place to live.

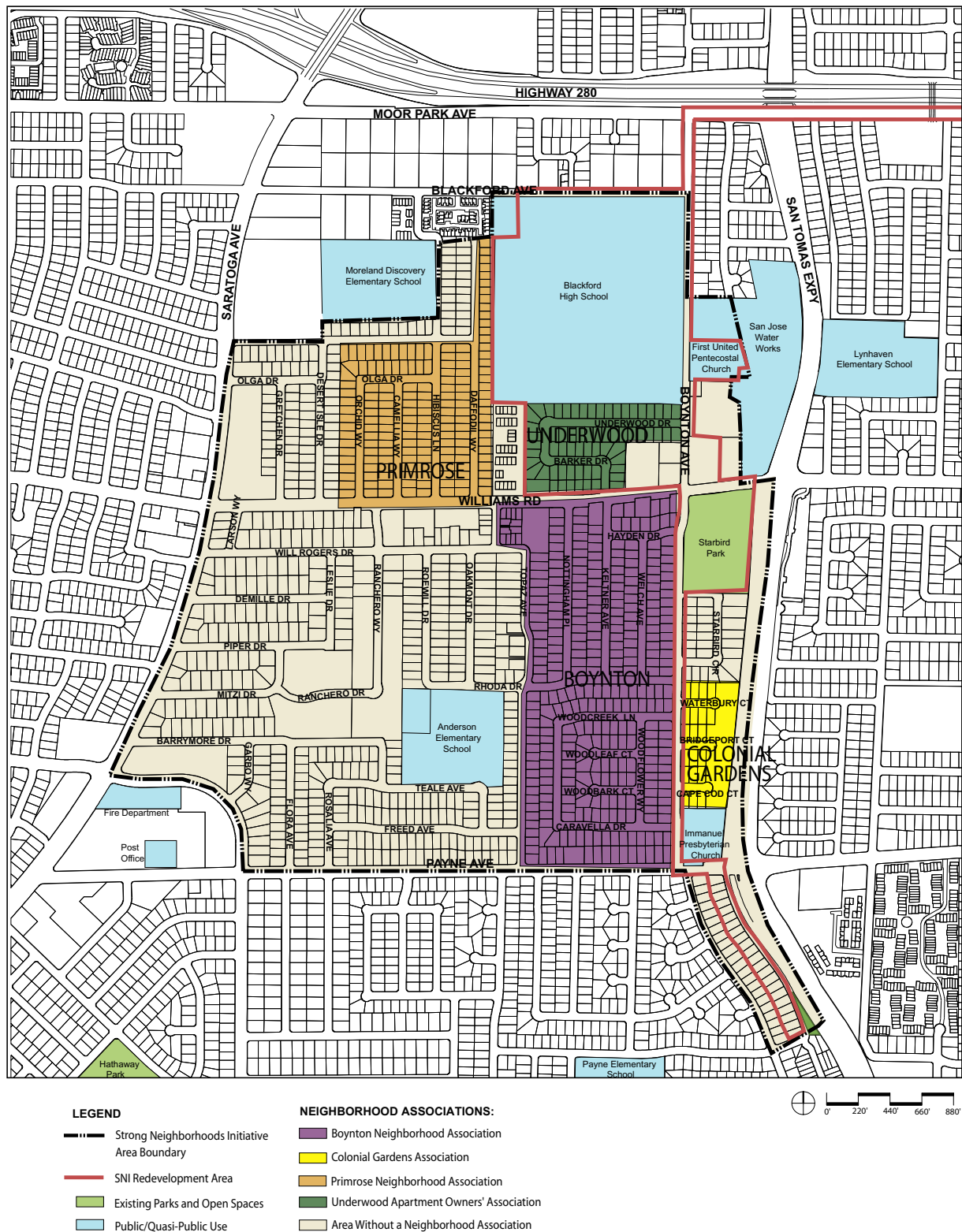


Figure 8

BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

Strategic Action Plan

Strategic Action Plan

Over the course of the planning process, community members identified many actions and policies that would, if implemented, bring positive changes to the neighborhood. This section presents the *Strategic Action Plan*, an overall approach to achieving the community's shared vision for the future. A "strategy" is defined as a set of policies, actions and investments that together achieve a broader goal. This section of the *Plan* describes these policies, actions and investments as they relate to the goals established by the Blackford community.

Many of the improvements suggested do not currently have funding available. This *Plan* serves as Blackford residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is currently unavailable, the *Plan* provides direction, highlighting where City staff and community organizations might focus their efforts in seeking funding for high priority improvements.

There are several funding sources that could be utilized to implement the *Strategic Action Plan*. First, a minimum of \$120 million dollars will be available to share among all 20 of the Strong Neighborhoods Initiative areas. This \$120 million can be spent only within the Redevelopment Area boundaries for physical improvement projects. This is an important point in Blackford as the Redevelopment boundaries and Planning Area boundaries are significantly different (see Figure 1). However, Redevelopment dollars are not the only source of funds for the projects desired by the Blackford community. Other sources such as Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvements. Other potential funding sources, such as grant programs, have been identified for each of the actions that make up the *Strategic Action Plan*.



The chapter is organized into three sections:

1. "Top Ten" Priority Actions

The "Top Ten" Priority Actions are a list of 10 specific actions that were prioritized by the community for early implementation due to their particular importance to the community, and their high potential for bringing about positive change in the neighborhood. Each priority action is described in detail, providing the necessary information to begin implementation.

2. Action Matrix

The Action Matrix lists all of the improvement actions proposed by the Blackford community. The list includes large and small tasks alike, from formalizing agreements for joint-use recreational resource partnerships to initiating a "good neighbor" awards program. The matrix also lists the priority level (high, medium or low), implementation timeframe (immediate: 0-18 months, short: 0-3 years, medium: 4-6 years, or long: 7+ years), responsible parties (including lead City Departments and additional partners), key City Service Area (see page 153 for an explanation) and potential funding sources for each action.

The Action Matrix is organized by the goal areas listed below (described further in the Neighborhood Improvement Goals section presented earlier):

GOAL A Improve Circulation and Parking;

GOAL B Enhance Streetscape and Pedestrian-Friendly Environment;

GOAL C Develop Parks and Open Space;

GOAL D Enhance Community Facilities;

GOAL E Revitalize Retail;

GOAL F Beautify the Neighborhood; and

GOAL G Strengthen Community Organization and Involvement.

3. Implementation

The implementation section details how the actions will be accomplished, and how the goals of the *Blackford Neighborhood Improvement Plan* will be realized.

"Top Ten" Priority Actions

Actions are the "how to" steps of the *Plan*, that will, if implemented, bring positive changes to the neighborhood. The "top ten" priority actions represent the improvements that the neighborhood is most committed to implementing. These will serve as an action agenda or guide to the implementation process that defines where time, resources and money will be focused. Resource constraints make it impossible to implement all of the actions at once. Rather, early resources must be focused on the actions that matter most – the projects that will make the most tangible difference to residents and local businesses given existing resources.

This section details each of the priority actions identified by the community. The "top ten" priority actions were selected from the full Action Matrix, which contains 89 specific actions for improving the Blackford neighborhood and is included in this chapter. Priority actions were chosen by community members at workshops and refined by NAC members based on one or more of the following criteria, which give an indication of the project's likelihood for successful implementation and neighborhood improvement:

- **Project Cost:** Will the project provide a return on investment? Is the benefit well worth the cost?
- **Funding Availability:** Is funding currently available to implement the project?
- **Time Frame:** Can progress be made within a reasonable frame?
- **Ease of Implementation:** Is the project a "quick win"-a short-term project that will keep the process moving forward and gain momentum for neighborhood improvement?
- **Catalytic Effect:** Does the project have the potential to have broad ranging positive impacts on the overall quality of the neighborhood? Would investment in this project help initiate or encourage other improvements?
- **Visibility:** Will the project create a visible improvement to the

area and send a positive message to the community?

- **Community Support:** Is there strong community consensus around the project?
- **Inclusiveness:** Does the project consider the need to accommodate a maximum number of people in the neighborhood?

The community members, through community workshops and Neighborhood Advisory Committee meetings, provided input on how these priority actions should be implemented. The actions are described in more detail on the following pages.

The list on the next page represents neighborhood improvements that received the most support from the community. They are arranged in order of the level of support each garnered, beginning with the highest priority action. This does not necessarily reflect the order in which they should be implemented since other factors, such as available funding and ease of implementation, can drive the implementation process. For example, the approved City Budget for 2001/2002 may allow immediate funding for specific types of improvements. Although the community may not have specified this type of improvement as one of their top five priorities for example, this type of improvement could be coordinated right away regardless of whether the other priority actions have been completed. Some actions, such as creating a street tree planting plan and phased tree replacement program, may require only a short time frame to complete, while others, such as resolving drainage problems in the neighborhood, will take much longer. In any case, steps should be taken right away to move forward on as many of the priority actions as is possible.

During the Implementation phase, these actions should be periodically re-examined and priorities reset based on existing conditions and past accomplishments.

1. Enhance public lighting levels (including lights on private property that help illuminate public areas) as needed throughout the community. (p. 79)
2. Ensure access for youth and teens to recreational facilities within the Service Area. (p. 83)
3. Develop and implement a strategy for improving appearance, site design, business mix and pedestrian access at the Maple Leaf shopping Center. (p. 87)
4. Improve the appearance, level of maintenance and parking issues at the convenience center at Williams Road and Boynton Avenue. (p. 91)
5. With the cooperation of willing property owners, create a street tree planting plan and a phased planting and replacement program. (p. 93)
6. Conduct traffic calming studies and develop traffic calming strategies focused on three primary areas: Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Road and Moreland Discovery School. (p. 100)
7. Create new community garden plots and a dog park through joint-use agreements for use of open space owned by non-City agencies and organizations, as possible. (p. 105)
8. Develop and implement a strategy for improving the appearance of buildings, and the quality of landscaping, open space and parking at the Colonial Gardens Apartments. (p. 109)
9. Assess and resolve any potential storm drain issues in the following areas: Colonial Gardens alleys (Waterbury Court, Bridgeport Court, Cape Cod Court); Flora Avenue; Barrymore Drive; Williams Road/Boynton Avenue; Hibiscus Drive; Demille Drive; Teal Avenue; Rosalia Avenue; Keltner Avenue; and Maple Leaf parking lots. (p. 114)
10. Develop and implement an improvement strategy for the Underwood Apartments. (p. 116)

1 *Enhance public lighting levels (including lights on private property that help illuminate public areas) as needed throughout the community.*

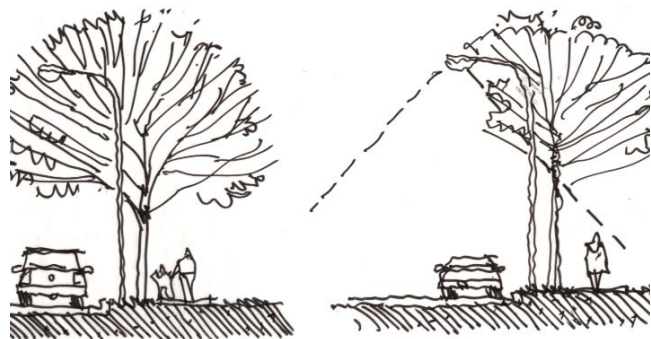
ISSUE

Many areas in the Blackford neighborhood could benefit from improved lighting.

DISCUSSION

In some instances, overgrown trees obscure lighting and branches simply need to be trimmed so that existing light fixtures can function adequately. Other areas lack lighting altogether and could benefit from street light fixtures or wall-mounted security lights.

Starbird Park/Community Center and local schools could especially benefit from enhanced lighting. Key areas to consider lighting needs include: the Williams Road/Boynton Avenue convenience center, Maple Leaf shopping area, the parking alley between the Underwood Apartments and Blackford High School; the Colonial Gardens Apartments; and some residential neighborhoods. Improving lighting at the Williams Road/Boynton Avenue convenience center may help to deter the loitering and vandalism that occur there. Lighting enhancements in the Maple Leaf Shopping area could also contribute to a more comfortable retail environment. Other key areas for lighting improvements are: the parking alley between the Underwood Apartments and Blackford High School; the Colonial Gardens Apartments; and some residential neighborhoods. More specific locations for potential lighting improvements should be identified through a neighborhood lighting assessment (action step "b").



In many cases, trees block lights and tree limbs simply need to be trimmed so that existing fixtures can function adequately.

ACTION STEPS

- a* Conduct a survey of existing lighting conditions to identify lights blocked by trees, lights in need of repair, and areas lacking lighting.

Costs

Volunteer time and staff costs, absorbed in City budget

Timing

Immediate-term (0-3 years)

Responsibility

Neighborhood Associations; and Department of Public Works

- b* Trim trees that are blocking existing street lights and other public space lights.

Costs

\$85 per tree for structural trimming

Timing

Immediate-term (0-3 years)

Responsibility

Department of Transportation

- c* Report lights in need of repair.

Costs

Volunteer time

Timing

On-going

Responsibility

Property Owners; and Neighborhood Associations

- d* Repair streetlights identified in the survey.

Costs

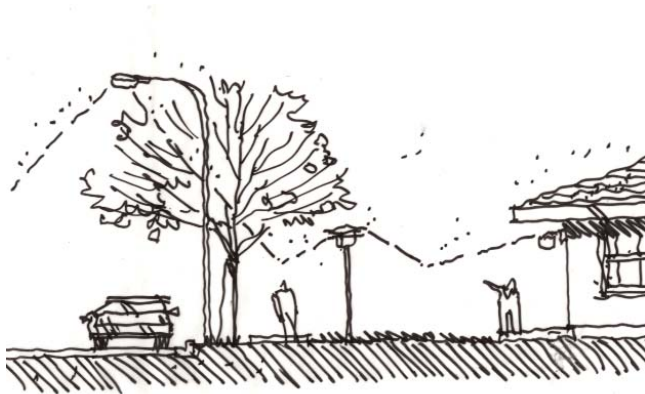
To be determined depending upon repairs needed

Timing

Immediate-term (0-3 years)

Responsibility

Pacific Gas & Electric



Street lighting, pedestrian-scale lighting and wall-mounted security lighting will help illuminate streets and walkways.

- e Prioritize specific public areas in the community that could benefit from new public and/or private lighting improvements.

Costs

Volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; and Department of Public Works

- f Identify funding for new lighting.

Costs

Staff costs, absorbed in City budget

Timing

Immediate Term (0-18 months)

Responsibility

Department of Transportation

- g Install lighting where needed.

Costs

To be determined based upon need

Timing

Immediate Term (0-18 months)

Responsibility

Department of Public Works

- i Investigate the feasibility of forming an improvement district to help finance additional new light fixtures.

Costs

A few years past, the cost of forming an improvement district was \$125,000. Additional funds are also needed for the improvements.

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; and Property Owners

- j Develop incentive programs to encourage property owners to mount security lights on buildings.

Costs

Volunteer time and staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Neighborhood Associations; and Property Owners

BENEFITS

Improving lighting in the Blackford area will contribute to neighborhood safety and security.

PROJECTS UNDERWAY

- Street lights to be constructed as a part of sidewalk project on Boynton Avenue north of Williams Road.

2 *Ensure access for youth and teens to recreational facilities within the Service Area.*

ISSUE

Recreational facilities open to the public in the Blackford neighborhood are limited. Youth and teens in the area especially need places to enjoy sports and after-school/summer recreation programs.

DISCUSSION

A top priority for residents is to have convenient access to a teen center, sports fields and a swimming pool. The City and School District have already created a partnership for joint renovation and use of the Blackford High School swimming pool. Developing further partnerships with School Districts could provide excellent opportunities for rejuvenating and sharing recreational space. For example, working as a team, the City, Council Office, and School District may be able to develop and maintain upgraded sports fields for the benefit of the entire community.

Ideally, a teen center might be accommodated within the Service Area as part of a joint-use agreement with an interested institution. A promising opportunity might be to develop a cooperative agreement with the School District to share a teen center by reusing an existing building at Blackford High School. The City could provide support in staffing recreation programs for youth and teens. The San José City Council has successfully developed similar joint-use community facilities with School Districts in other neighborhoods.

The community appreciates the open space that Blackford High School shares with the community for sports, such as baseball and soccer. Balanced with their desire for an additional recreational facility is the desire to maintain existing green space. Therefore, with regard to the possibility of accommodating a teen center on the Blackford campus, the reuse of existing buildings should be the top priority for discussion with the School District. Residents do not want to have any new build-



Blackford High School is an especially valuable neighborhood resource.



Residents appreciate recreational resources that local schools share with the public.



Community members hope to develop further recreation-oriented partnerships with School Districts.

ings or structures around the perimeter of Blackford High School, particularly along the west side of the site. If reuse of an existing building is not feasible, residents want any new development to occur close to the existing core campus buildings and as far away from surrounding residences as possible. Should the construction of a new building prove necessary, it should not be sited next to residential areas, and surrounding neighbors and the broader community members should be notified in advance in order to provide input.

Although Blackford residents enjoy the convenience of the Blackford High School location, it may be necessary to explore additional sites and potential partnerships in the Service Area since implementation relies on interest and commitment by the Campbell Union High School District. Any decisions with regard to site design, building development and retention of open space will be made by the School District.

The following proposed action steps depend upon the ability to successfully negotiate an agreement with School Districts.

ACTION STEPS

- a* Complete swimming pool renovations and open the pool for community use.

Costs

\$2 million

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; Planning, Building and Code Enforcement; and School Districts

- b* The City of San José should explore and negotiate a cooperative agreement with the School Districts for potential shared use of a teen center facility, preferably at Blackford High School.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
District 1 Council Office; Planning, Building and Code
Enforcement; and School Districts

- c* If negotiations are successful, reuse an existing building on the Blackford campus and staff potential teen center recreation programs.

Costs

To be determined

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
District 1 Council Office; Planning, Building and Code
Enforcement; and School District

- d* The City of San José to negotiate a cooperative agreement with School Districts for shared use and possible upgrade and maintenance of sports fields.

Costs

To be determined

Timing

Short-term (0-3 years)

Responsibility

Department of Parks, Recreation and Neighborhood Services;
District 1 Council Office; Planning, Building and Code
Enforcement; and School Districts

BENEFITS

Cooperative agreements could provide for better utilization of limited open space resources in the Blackford neighborhood, and provide enriched opportunities for youth, teens and the general community to enjoy nearby recreational opportunities.

PROJECTS UNDERWAY

- The City of San José Department of Parks, Recreation and Neighborhood Services has contracted with the Campbell Union High School District for a 20-year lease of the Blackford High School swimming pool and facility. Pool renovations are scheduled to begin late 2002 and the pool is estimated to open during the summer of 2003.

3 *Develop and implement a strategy for improving appearance, site design, business mix and pedestrian access at the Maple Leaf Shopping Center.*

ISSUE

The Maple Leaf Shopping Center is the primary retail center in the Blackford neighborhood. It is made up of three commercial strip areas that are disconnected by residential streets. For the most part, the center is visually unappealing. Landscaping is sparse and there are many older buildings with outdated facades and unattractive or inappropriate signage. Narrow sidewalks and few adjacent crosswalks discourage pedestrian use in the area. Parking is limited and in some cases not well laid-out and public space/outdoor seating adjacent to shops is minimal.

DISCUSSION

A top priority for residents is to improve the character and vitality of the Maple Leaf shopping center, making it more attractive and enhancing its value as a community resource.

Community members appreciate the recent renovations to Momoyama Sushi, the center's Japanese restaurant. These facade and signage enhancements stand out as examples that adjacent businesses could follow to update buildings and improve the center's image.

Beautifying the center with landscaping, removing storage sheds and cleaning up debris behind the shops will also contribute to an improved perception of the area. Placing unsightly utility lines underground along Saratoga would also improve the appearance of the overall area, and should be examined for feasibility.





Modernizing signage and undergrounding utilities would improve the overall appearance of the Maple Leaf shopping center.



Pedestrian accessibility obstructed by landscaping along Saratoga Ave.

Pedestrian access to the center is disjointed, with only one crosswalk along Saratoga Avenue between San Tomas Aquino and Williams Road. The possibility of installing additional crosswalks on Saratoga should be examined, particularly at Will Rogers Drive and at Barrymore Drive. Improving pedestrian crossings here would help connect residents from the west side of Saratoga Avenue to the Maple Leaf. Sidewalks around the center are narrow and pedestrian accessibility is often obstructed by overgrown shrubs, large trailer trucks parked along the curb, or car bumpers projecting into the right-of-way. Additionally,

any sidewalks that do not meet ADA standards would make access to shops especially difficult for wheelchairs and strollers and should be addressed. Shopping center parking is limited and parking configuration does not allow for maximum use of retail space. Design alternatives could be explored to provide additional parking, widen sidewalks, and create opportunities for outdoor seating/small public open spaces adjacent to retail.

Transit stops along Saratoga at Williams Road and at Mitzi Drive also have only a very narrow pedestrian right-of-way, making bus access a challenge. Streetscape improvements should examine alternatives that would allow for sidewalk widening adjacent to these particular transit stops.

The center could also benefit from diversified retail. Attracting more family-friendly uses into the center, such as a neighborhood cafe with space for small performance venues and a small-scale neighborhood market could enhance the center's vitality.

An improvement strategy/plan for the Maple Leaf shopping center should include:

- Facade enhancements;
- Removal of/alternatives to window bars;
- Implementation of storefront signage program;
- Removal of unsightly storage sheds;
- Clean-up of debris and garbage behind stores;
- Landscape improvements (trees, shrubs and flowers);
- Removal of spray-painted rocks;
- Replacement of the larger outdated shopping center sign at Saratoga Avenue and Barrymore Drive;
- Enhancements to parking lot drainage;
- Reconfigured driveway entries for more efficient access;
- Expanded and reconfigured or restriped parking;
- Improved pedestrian access with ADA appropriate store entries and new crosswalks on Saratoga Avenue;
- Design alternatives for creating more opportunities for outdoor seating/small public open spaces adjacent to retail;
- Attracting more family-friendly retail uses into the center, such as a neighborhood cafe and a small-scale neighborhood market; and
- An examination of the feasibility for undergrounding utilities.



Bumpers infringe on sidewalks, narrowing space for pedestrian access and outdoor seating.

ACTION STEPS

- a* Develop a comprehensive strategy or plan for the Maple Leaf Shopping Center.

Costs

First year – \$25,000

Timing

Immediate-term (0-18 months)

Responsibility

Office of Economic Development; Property Owners; Business Owners; Redevelopment Agency; Department of Planning, Building and Code Enforcement; and Department of Transportation

- b* Work with property owner(s) to implement changes.

Costs

To be determined



Design alternatives could be explored to provide opportunities to expand outdoor seating adjacent to retail.

Timing

Immediate-term (0-18 months)

Responsibility

Office of Economic Development; Department of Planning, Building and Code Enforcement; and Department of Transportation

- c Develop mechanisms to ensure the maintenance of the site by businesses and property owners.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Office of Economic Development; Redevelopment Agency; Property Owners; and Business Owners

- d Investigate the use of Pacific Gas & Electric "20-A" funds for potential undergrounding of utilities along Saratoga Avenue.

Costs

Approximately \$1,000 per linear foot to underground utilities

Timing

Short-term (0-3 years)

Responsibility

Department of Public Works; Office of Economic Development; and Department of Planning, Building and Code Enforcement

BENEFITS

An improvement strategy/plan will provide the direction necessary to make improvements that will enhance the character and vitality of the Maple Leaf shopping center as a significant commercial destination in the Blackford neighborhood.

PROJECTS UNDERWAY

- Signal timing was adjusted at Williams Road and Saratoga Avenue.
- Installed speed limit sign on Barrymore Drive at Saratoga Avenue.

4

Improve the appearance, level of maintenance, and parking issues at the convenience center at Williams Road and Boynton Avenue.

ISSUE

The degraded nature of the convenience center detracts from the image of the Blackford neighborhood. Building facades are in need of rejuvenation; landscaping is minimal; lighting is dim; graffiti and trash are frequently problems; and loitering is prevalent.

DISCUSSION

Of particular concern to Blackford residents is the need to ensure a clean and safe environment at the convenience center. An improvement strategy plan for the Williams/Boynton shopping center should include:

- Facade upgrades;
- Fresh exterior paint;
- Improved landscaping (remove ivy and plant shrubs, ground cover and trees);
- Installation of security lighting;
- Restricted access to the rear of building to prevent loitering;
- Resurfaced parking lot;
- Eliminated illegal parking on the corner;
- Eased parking congestion (caused by adjacent business);
- Addition of an attractive bus shelter;
- Ongoing clean-up around trash enclosures;
- Installation of additional trash receptacles;
- Posting of "no littering" signage with fine penalty warnings; and
- Ongoing graffiti abatement program.

ACTION STEPS

- a Develop a comprehensive strategy/plan for the Williams/Boynton convenience center (addressing each of the elements described in the discussion above).



The convenience center could benefit from facade improvements.



Residents hope to remove Ivy and improve the center's landscaping.



The area behind the center is subject to littering, graffiti and loitering.

Costs

First year – \$25,000

Timing

Immediate-term (0-18 months)

Responsibility

Redevelopment Agency; Office of Economic Development; Property Owners; and Business Owners

- b* Work with property owners to implement the plan.

Costs

To be determined

Timing

Immediate-term (0-18 months)

Responsibility

Office of Economic Development; Department of Planning, Building and Code Enforcement; and Department of Transportation

- c* Develop mechanisms to encourage the participation of the businesses and property owners in the development of the Williams/Boynton improvement plan and to continue to maintain business improvements at the site.

Costs

Staff costs; absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Office of Economic Development; Redevelopment Agency; Property Owners; Business Owners; Neighborhood Associations; and Department of Planning, Building and Code Enforcement

BENEFITS

Making improvements to the convenience center will contribute to a safer, more comfortable environment and an improved perception of the area.

PROJECTS UNDERWAY

- Sidewalk repair is planned at the northeast quadrant of the Williams Road/Boynton Avenue intersection.

5

With the cooperation of willing property owners, create a street tree planting plan and a phased planting and replacement program.

ISSUE

There are many mature Liquidambar street trees in the Blackford neighborhood. These trees can be problematic because their shallow roots can lift sidewalks, break up curbs and street surfacing, and clog sewer pipes. Additional issues with Liquidambar trees is that they are slow to recover if pruned incorrectly, and they can drop branches. The trees also seasonally drop large prickly seed pods that litter sidewalks and gutters. In addition to Liquidambars, there are other tree species in the area that tend to cause similar problems.

Because the Liquidambars in the neighborhood are mature trees, they have broad canopies that provide shade, evaporating moisture through their leaves and helping to cool the City. Residents do appreciate the broad canopies and attractive canopy-lined streets that these mature trees provide. While residents would like to resolve issues with Liquidambars and other problematic species through their replacement, they also recognize that it can take decades for newly planted trees to grow to their full height and maturity.

**DISCUSSION**

As indicated earlier in the plan, it is not feasible to replace all Liquidambars and other problematic trees in the neighborhood at once. New street trees would require many years before a healthy canopy could be established on the new trees. To avoid a disruptive transition, residents aim to develop a phased replacement program for the Liquidambars.



In many places shallow-rooted trees have damaged sidewalks and curbs.

Additionally, some streets in the Blackford area lack street trees altogether or have discontinuous street tree plantings. Residents would like to beautify the neighborhood by planting new street trees to develop tree-lined neighborhood streets.

Planting street trees requires property owner initiative. Responsibility for care and maintenance of trees within adjacent planter strips in the public right-of-way rests with the adjacent property owner. Property owners must, therefore, be proactive in caring for these trees in order to maintain a beautiful residential streetscape.

After determining which residents are interested in replacing problematic trees in front of their homes and after identifying those residents interested in having new street trees in front of their homes,

Neighborhood Associations should work with the City Arborist's Office to determine appropriate tree species to plant. The City Arborist's office has developed a street tree planting list to ensure that new street trees will be compatible with given conditions and will not cause problems like the Liquidambar and others have. Efforts should be made to plant a variety of species so that the entire tree system is not at risk of any particular problems (such as Dutch Elm disease).



Mature trees make an attractive street tree canopy that can take decades to develop.

One way to save some Liquidambar would be through growth regulator treatments that reduce the formation of seed pods. Two applications are done in early spring. Two applica-

tions are needed since the effectiveness is greatly affected by timing, weather conditions and the genetics of the tree. Even with the two applications, expected control will be about 75% reduction in seed ball production.

A tree planting event might include collaboration among all Blackford Neighborhood Associations and could be combined with other neighborhood social events (for example Earth Day or Arbor Day celebrations).

San José Beautiful (a City program) and Our City Forest, a local non-profit organization, work with individuals and neighborhood groups to facilitate tree planting and neighborhood beautification projects. As San José's "one-stop shop" for tree planting, Our City Forest provides site assessments, species selections, tree care plans, as well as necessary permits and clearances. Neighborhood associations and individuals are encouraged to call Our City Forest (408-99-trees) and San José Beautiful (277-5208) directly to inquire about their services. Where possible, tree replacements should be coordinated with sidewalk repair. Root barriers should be used where appropriate.

In addition, Priority #1 Neighborhood Lighting and Priority #9 Drainage Issues are both connected to and should be coordinated with this action item.

The action steps below are separated into two categories: Plan for Problematic Trees and Tree Planting Efforts

ACTION STEPS

PLAN FOR PROBLEMATIC TREES

- a Identify individual trees that are problematic in the neighborhood and develop a staggered implementation schedule of removal and replacement, allowing for removal of the most problematic trees first.

Costs

Staff costs and volunteer time, absorbed in City budget

Timing

Immediate-term (0-3 years)

Responsibility

Neighborhood Associations; Property Owners; Community-Based Organizations; Department of Parks, Recreation and Neighborhood Services; Department of Transportation (Landscape Services Division, City Arborist's Office); District 1 Council Office; Non-Profit Organizations (Our City Forest); and Redevelopment Agency

- b* Use existing Sidewalk Repair program to fix damaged sidewalks.

Costs

An average cost of \$500 per single-family house

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; and Property Owners

- c* Establish funding for curb and gutter repair associated with tree root damage.

Costs

To be determined

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; and Property Owners

- d* Explore the use of plant growth regulator treatments that reduce the formation of seed pods dropped by Liquidambar in the case of healthy trees that should otherwise be retained.

Costs

\$125 per tree for 2 applications yearly

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation; and Property Owners

TREE PLANTING EFFORTS

- e* Conduct a street tree inventory to determine where major street tree deficiencies are located. The inventory should map locations

where trees are extremely limited as well as gaps where trees simply need to be filled in (to be initiated by Blackford neighborhood organizations).

Costs

Staff costs and volunteer time, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; Community-Based Organizations; Department of Parks, Recreation and Neighborhood Services; Department of Transportation (Landscape Services Division, City Arborist's Office); District 1 Council Office; and Non-Profit Organizations (Our City Forest)

- f Provide information published by the City Arborist's Office (Landscape Services Division, Department of Transportation) to residents interested in street tree plantings in front of their homes. The information covers street tree planting, care and maintenance as well as the sidewalk repair program.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Department of Transportation (Landscape Services Division, City Arborist's Office); Community-Based Organizations; Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; Non-Profit Organizations (Our City Forest); Property Owners; and Redevelopment Agency

- g Neighborhood Organizations to hold neighborhood meetings with property owners to: present the street tree inventory; describe the Blackford Strong Neighborhoods Initiative vision for residential street trees; have a City arborist present street tree education; provide an opportunity for the community to participate in developing a street tree planting plan; and determine who is interested in having a street tree planted in front of their home.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; Community-Based Organizations; Department of Parks, Recreation and Neighborhood Services; Department of Transportation (Landscape Services Division, City Arborist's Office); and Non-Profit Organizations (Our City Forest)

- h* Work with the City Arborist's Office to determine which tree species is appropriate for a given location (408-277-2756).

Costs

Volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; and Community-Based Organizations

- i* Set priorities and develop a tree planting schedule for completing new street tree plantings in the Blackford area.

Costs

The typical fee for planting a 15-gallon street tree is \$185 – \$200, excluding augering and cement-cutting. Our City Forest is working to obtain outside funding to reduce the cost to \$70 per tree for Strong Neighborhoods Initiative neighborhood organizations.

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; Community-Based Organizations; Department of Parks, Recreation and Neighborhood Services; Department of Transportation (Landscape Services Division, City Arborist's Office); and Non-Profit Organizations (Our City Forest)

- j Obtain a planting permit from the Department of Transportation (free-of-charge). The size and type of tree to be planted will be designated on the permit.

Costs

Volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; and Community-Based Organizations

- k Establish a regular maintenance regime for newly-planted street trees.

Costs

Volunteer time and \$85 per tree for structural trimming

Timing

Immediate-term (0-18 months)

Responsibility

Neighborhood Associations; Property Owners; and Community-Based Organizations

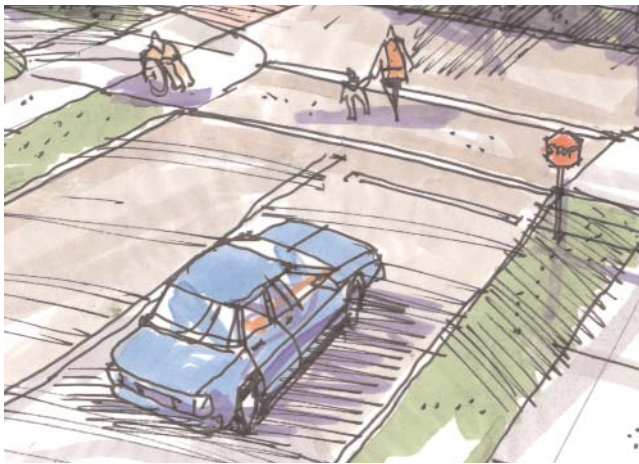
BENEFITS

Street trees can reduce heat gain, filter air quality impurities, increase property values and improve the ambiance of the neighborhood. Another beneficial aspect of volunteer neighborhood tree planting is the opportunity that such coordinated efforts provide for working together with neighbors toward a common goal.

6 *Conduct traffic calming studies and develop traffic calming strategies focused on three primary areas: Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Road and Moreland Discovery School.*

ISSUE

Some residential areas in the Blackford neighborhood experience a high volume of cut-through and speeding traffic that detracts from the character of the neighborhood and jeopardizes pedestrian safety.



Community members specified the following problematic areas: Boynton Avenue from Moorpark to Payne Avenues; Barrymore Drive and Flora Avenue; and the neighborhood between Williams Road and Moreland Discovery School (especially along Manzanita Drive, Hibiscus Lane, Daffodil Way and Desert Isle Drive). The Department of Transportation has been actively working with neighborhood residents and has already begun to address many traffic-related issues. However, additional locations and measures for potential traffic calming need to be evaluated for future action.

DISCUSSION

Traffic studies should be conducted for these areas to determine a range of possible alternatives that might bring about the most successful traffic calming improvements; and increase the effectiveness of existing devices by reinforcing appropriate driver behavior.

Cut-through and speeding traffic might be addressed using a combination of programmatic and physical design measures. For example, one approach might include installing additional stop signs and using other physical barriers to speeding in combination with

increased police presence; more aggressive ticketing (NASCO – Neighborhood Automated Speed Compliance Program); and signage, such as speed limit, school zone, or truck weight limit/prohibition signs.

Opinions vary among community members with regard to whether traffic is problematic enough on certain streets within these areas to warrant traffic calming treatments. There are also differences of opinion concerning what type of traffic calming measures are acceptable on particular streets.

A public participation process will be initiated to review possible traffic calming measures on a neighborhood-specific basis so that residents most directly affected will be notified and encouraged to participate. As more specific proposals are developed, written notice will be provided to affected residents, explaining proposed traffic calming measures and designating a period of time to grieve or support proposed changes. Implementation of any changes would not begin prior to an appropriate notification/grievance timeframe.

Definitive traffic calming decisions will be made only with the review by and approval of affected residents, property owners and neighborhood associations.

ACTION STEPS

- a Conduct traffic calming studies for the primary problematic areas (Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Road and Moreland Discovery School).

Costs
\$20,000

Timing
Immediate-term (0-18 months)

Responsibility
Department of Transportation; Blackford Residents and Property Owners; Neighborhood Associations; and San José Police Department

- b* Develop a forum for participation of affected residents, property owners and neighborhood associations.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Transportation; Blackford Residents and Property Owners; Neighborhood Associations; and San José Police Department

- c* Implement traffic calming measures, as appropriate.

Costs

To be determined based upon studies

Timing

Immediate-term (0-18 months)

Responsibility

Department of Transportation

- d* Increase police presence in the neighborhoods during school commute hours (7 to 9 am and 3 to 4:30 pm).

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

San José Police Department

- e* Develop a public education campaign to communicate zero tolerance for violations.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Blackford Residents and Property Owners; Neighborhood Associations; and San José Police Department

BENEFITS

Reduced and calmed traffic in residential areas contributes to safer streets for walking and bicycling, less noise pollution, improved neighborhood appearance and ambiance, and potentially increased property values.

PROJECTS UNDERWAY

PRIMROSE NEIGHBORHOOD

- Department of Transportation installed all-way stop signs at Barrymore and Flora.
- TEU enforcement of posted speed limit has been requested for Flora between Barrymore and Payne.
- Speed limit signs were installed along Barrymore between Saratoga and Teale.
- Deployed radar trailer on Barrymore.
- Instituted the NASCOP program on Barrymore between Saratoga and Teale.
- Installed centerline striping around the bend at Leslie/Piper.
- Requested TEU enforcement of posted speed limit on Leslie between Will Rogers and Piper.
- Analyzed one way stop on Mitzi/Piper did not qualify.
- Notified DOT infrastructure to repair pavement on Mitzi between Saratoga and Ranchero.
- Installed red curb at the bend on Barrymore north of Teale.
- Traffic signal staff investigated concern at San Tomas Aquino/Payne and San Tomas Aquino/Hamilton signals and found that signals are operating fine.
- Installed one way stop at Desert Isle/Olga.
- Investigating truck prohibition on some residential streets within Blackford SNI.

BOYNTON NEIGHBORHOOD

- TEU enforcement of posted speed limit has been requested for Boynton between Moorpark and Payne and Topaz between Will Rogers and Payne. A radar trailer has been deployed between Moorpark and Payne. A NASCOP application has been sent out for the segment of Boynton between Moorpark and Williams.

- Installed red curbs at various locations to enhance visibility.
- Refreshed yellow crosswalks and trimmed trees to enhance visibility at Boynton/Rhoda.
- Forwarded wheel chair ramp request for Boynton/Rhoda to DOT infrastructure.
- Requested School Pedestrian Safety Committee to review placement of adult crossing guards at Boynton/Rhoda.
- Installed median with stop sign on south leg of Boynton/Rhoda.
- Assessed all signs and markings around Anderson School.
- Informed parking compliance to patrol Boynton/Starbird Circle for illegal truck parking.
- Installed double yellow reflective pavement markers on Topaz at Rhoda.
- Conducted adult crossing guard analysis for Topaz/Rhoda but it did not qualify.

7 *Create new community garden plots and a dog park through joint-use agreements for use of open space owned by non-City agencies and organizations, as possible.*

ISSUE

Open space in the Blackford neighborhood is minimal. The Green Thumb community garden at Anderson School is very popular, and currently there is an extensive waiting list for garden plots. There are also no parks nearby where dogs are allowed to run off-leash. Residents hope to expand open space for these purposes in the neighborhood.

DISCUSSION

Space is limited at the existing Green Thumb community garden, and plots are in high demand. Many residents live in homes with small yards, or in multi-family units where they do not have access to space for gardening. Community members would like to find more space in the neighborhood that could be developed as community gardens. In addition to the obvious benefit of providing space for gardening, community gardens, or *pea patches* as they are often called, can also draw neighbors together, providing a unique opportunity for neighbors to meet one another.

Dog owners in the neighborhood would appreciate having a place nearby for dogs to run and play. Community members would like to see either a dog park or a neighborhood park with a portion of the park designated as an off-leash area.





School Districts, Moreland Discovery School, local faith organizations and San José Water Company own the most significant open space in the Blackford neighborhood. For this reason, community members would like to explore possible joint-use partnerships with these institutions to develop a community garden and a dog park, or a neighborhood park with a designated dog-friendly area.

ACTION STEPS

- a* Starting with the San José Water Company and adjacent church (necessary for access), initiate discussions for potential development of community garden space.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; and Department of Planning, Building and Code Enforcement

- b* Investigate possibilities for a dog park within District 1.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; and Department of Planning, Building and Code Enforcement

- c Form a dog-owners' association to organize efforts to develop a dog park in the neighborhood.

Costs

Volunteer time

Timing

Immediate-term (0-18 months)

Responsibility

Community Members; and Neighborhood Associations.

- d With cooperation of interested institutions, develop plans for shared use of open space resources for a community garden and dog park.

Costs

To be determined

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; Campbell Union School District; First United Pentecostal Church, Immanuel Presbyterian Church; Department of Planning, Building and Code Enforcement; and San José Water Company

- e Formalize agreements where agreed upon for joint-use recreational resource partnerships.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; School Districts; First United Pentecostal Church, Immanuel Presbyterian Church; Department of Planning, Building and Code Enforcement; and San José Water Company

f Design and construct improvements specified in joint-use agreements.

Costs

To be determined

Timing

Short-term (0-3 years) – Medium-term (4-6 years) depending on whether a construction element is involved.

Responsibility

Department of Parks, Recreation and Neighborhood Services; District 1 Council Office; School Districts; First United Pentecostal Church, Immanuel Presbyterian Church; Department of Planning, Building and Code Enforcement; and San José Water Company

BENEFITS

Formalizing joint-use partnerships in the neighborhood could significantly expand open space resources for Blackford residents. Partnerships could also provide opportunities to renovate and/or maintain existing resources that may not have otherwise been feasible.

PROJECTS UNDERWAY

- As a result of a partnership between the City and County, San Tomas Minipark is planned with grass, trees and small equipment (under the direction of Supervisor Jim Beall, the County donated 2/3 of the land for the park).
- The City of San José Department of Parks and Recreation has contracted with the Campbell Union High School District for a 20-year lease of the Blackford High School swimming pool and facility. Pool renovations are scheduled to begin late 2002 and the pool is estimated to open during the summer of 2003.

8

Develop and implement a strategy for improving the appearance of buildings, and the quality of landscaping, open space and parking at the Colonial Gardens Apartments.

ISSUE

Colonial Gardens Apartments (located on the east side of Boynton Avenue between Rhoda Drive and Caravella Drive) provide a substantial amount of multi-family housing for the Blackford neighborhood with 172 residential units. Some of the apartments suffer from deferred maintenance and the complexes generally have deteriorating paving and drainage, poor pedestrian and vehicular access, and limited private open space.

DISCUSSION

Many of the Colonial Garden buildings are unattractive and could benefit from facade enhancements and fresh exterior paint. The private property area is dimly lit and could be improved with the addition of security lights. The courts and alleys between the living units consist of excessive asphalt paving that is in disrepair and contributes to drainage problems.

Although many children live at Colonial Gardens, there is very little space for children to play. There is one tot lot on-site that does not meet current safety and accessibility standards. Tot lot use is currently restricted to residents of the adjacent building owned by Community Housing Developers. It is hoped that through cooperative efforts, Community Housing Developers will join the Colonial Gardens Property Owner's Association and through collaboration with other owners, the tot lot can be brought up to current code and made accessible to all children who live at Colonial Gardens.



Colonial Gardens apartments suffer from deferred maintenance.



Exterior repairs and paint could greatly improve the appearance of the buildings.



The adjacent Boynton/Rhoda crosswalk deadends into a curb and a tree.

Alternatives might be explored to reconfigure parking and vehicular access to accommodate additional open space and play areas. In addition, there is a small structure, formally a pool house, which residents have expressed interest in converting to an activity center for the kids. The feasibility of this will need to be explored as the building is significantly deteriorated.

While not part of the private property, a nearby issue of concern is the Rhoda Drive/Boynton Avenue intersection. This intersection is frequently used by children and families walking to nearby Anderson Elementary School. However, visibility into the intersection is poor, stop signs are often blocked by vegetation, there are no curb-cuts or ramps in the sidewalk to access crosswalks (pedestrians have to walk through the planting strip to get to the crosswalk), and often cars park too close to the Rhoda Drive entrance, blocking crosswalks for pedestrians.

The appearance of the complex could be greatly enhanced by adding attractive vegetation in planter strips and by infilling street trees at Colonial Gardens entry driveways along Boynton Avenue. Due to interest from some members of the property owners' association and tenants, this is a top ten priority.

The aim of this priority action is to work with the property owners to develop a comprehensive plan for improving the Colonial Gardens appearance and living environment so that proposed improvements can be strategically implemented (see Figure 9: Preliminary Colonial Gardens Concept).

The plan should include:

- Facade enhancements/exterior painting;
- Pedestrian-scale lighting;
- Rehabilitation of the existing carport between Waterbury and Bridgeport Courts;
- Renovation of the existing tot lot (at the former swimming pool location) to meet safety and accessibility standards;



PRELIMINARY COLONIAL GARDENS CONCEPT

Figure 9

- Explore renovation and reuse of the old swimming pool life-guard structure as an activity center;
- Boynton/Rhoda intersection improvement alternatives;
- Road resurfacing;
- Drainage repair; and
- Landscape installation.

ACTION STEPS

- a* Encourage Community Housing Developers and other owners not currently part of the Property Owners Association to join that group.

Costs

Staff costs, absorbed in City budget

Timing

Immediate-term (0-18 months)

Responsibility

Property Owners Association; Colonial Gardens Tenants; Department of Housing; Department of Parks, Recreation and Neighborhood Services; and Department of Planning, Building and Code Enforcement.

- b* Coordinate with property owners, homeowners' associations and tenants to finalize a comprehensive improvement plan for the buildings, landscaping and driveways. In conjunction with this step, work to open up the tot lot to all residents at Colonial Gardens.

Costs

\$30,000 for planning and design

Timing

Immediate-term (0-18 months)

Responsibility

Department of Housing; Property Owners Association; Colonial Garden Tenants; Community Housing Developers; Department of Parks, Recreation and Neighborhood Services; Department of Planning, Building and Code Enforcement; Department of Public Works; Redevelopment Agency; and Department of Transportation

c Seek funding to implement proposed improvements

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Housing; Property Owners Association; Colonial Gardens Tenants; Department of Parks, Recreation and Neighborhood Services; and Redevelopment Agency

d Encourage property owners to coordinate facade improvements and apply for facade improvement funding as a group.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Housing; Property Owners Association; and Colonial Gardens Tenants

e Implement Colonial Gardens improvements.

Costs

To be determined

Timing

Short-term (0-3 years)

Responsibility

Department of Housing; Property Owners Association; Department of Public Works; Department of Transportation; Colonial Gardens Tenants; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

f Improve Rhoda/Boynton Intersection.

Costs

Already completed

Timing

Short-term (0-3 years)

Responsibility

Department of Transportation

BENEFITS

Making improvements to the Colonial Garden Apartment area will improve the livability of the apartments for residents and enhance the overall character of the area for the benefit of the entire neighborhood.

PROJECTS UNDERWAY

- Stop sign installation at the approach from the apartments to Boynton in the Colonial Gardens alley that aligns with Rhoda Drive.
- Installation of red curbs on the northwest and southeast sides of Boynton Avenue at Rhoda Drive.
- Yellow crosswalks refreshed at Boynton Avenue and Rhoda Drive.
- Curbcut installation is scheduled for 2003 at the intersection of Boynton Avenue and Rhoda Drive.
- A request for wheelchair ramps at Boynton Avenue and Rhoda Drive.

9

Assess and resolve any potential storm drain issues in the following areas: Colonial Gardens alleys (Waterbury Court, Bridgeport Court, Cape Cod Court); Flora Avenue; Barrymore Drive; Williams Road/Boynton Avenue; Hibiscus Drive; Demille Drive; Teal Avenue; Rosalia Avenue; Keltner Avenue; and Maple Leaf parking lots.

ISSUE

A major concern for Blackford residents is that a number of streets and driveways in the area do not drain effectively, causing pooling of stagnant, and sometimes foul-smelling water.

DISCUSSION

These drainage problems can be a result of a number of circumstances, including clogged/silted drains, lack of drains or inadequately-sited drains, potholes, broken asphalt, buckled sidewalks and streets (often caused by shallow-rooted trees), and lack of curbs/gutters.

The most severe drainage issues occur in the following areas: Colonial Gardens alleys/courts (Waterbury Ct., Bridgeport Ct., Cape Cod Ct.); Flora Ave., Barrymore Dr.; Williams Rd./Boynton Ave.; Hibiscus Dr.; Demille Dr.; Teale Ave.; Rosalia Avenue; Keltner; and Maple Leaf parking lots. These areas should be prioritized for repair. To help identify areas that need improvement, residents should report potential drainage issues to the Department of Planning, Building, and Code Enforcement.

ACTION STEPS

a Survey drainage problems in the neighborhood.

Costs
\$30,000



A number of streets in the neighborhood suffer from poor drainage.



Colonial Gardens alleys/courts have particularly problematic drainage.

Timing

Immediate-term (0-18 months)

Responsibility

Department of Public Works; and Department of Transportation

- b* Identify improvement alternatives and determine appropriate course of action for correcting drainage problems.

Costs

\$571,000

Timing

Short-term (0-3 years)

Responsibility

Department of Public Works; and Department of Transportation

- c* Design and construct drainage improvements.

Costs

\$4,372,000

Timing

Short-term (0-3 years)

Responsibility

Department of Public Works; and Department of Transportation

BENEFITS

Resolving drainage issues in the area will contribute to a more sanitary and pleasant neighborhood environment.

PROJECTS UNDERWAY

- Minor repair of potholes in Colonial Garden apartments by the property owners.

10

*Develop and implement an improvement strategy for Underwood Apartments.***ISSUE**

Due to a general lack of maintenance, primarily in terms of building upkeep, landscaping and inappropriate storage/disposal of large bulky debris, the Underwood Apartments project a blighted image.

Many buildings have chipped and peeling paint and unattractive facades. Vegetation is sparse, and where there are lawns, they tend to be weedy and unhealthy. Several planter strips are empty or simply filled with weeds. Unsightly chain link and wire fencing line some walkways. A number of driveways and curbs/gutters appear to be deteriorating.



Many Underwood buildings are in disrepair.

The parking alley located between the north side of Underwood Apartments and Blackford High School would benefit from enhanced lighting. This area also frequently accumulates bulky waste storage and inoperable vehicles.

Debris, large bulky waste and stray shopping carts can often be found throughout the Underwood neighborhood on streets and sidewalks and in yards.

DISCUSSION

Some tenants and property owners have made positive contributions to the Underwood Apartments (located west of Boynton Avenue between Blackford High School and Williams Road) by painting facades, planting flowers, and keeping their units well-maintained. In addition, new street trees were recently planted on Underwood and Barker Drives. Although the Underwood Apartments have been somewhat improved in recent years through the efforts of Project Crackdown, the area is still in need of substantial beautification efforts. Due to interest from members of the property owners' association and some tenants, this action is a top ten priority (See Figure 10: Preliminary Underwood Apartments Concept).



The Underwood parking alley adjacent to Blackford High School could benefit from security lighting.



PRELIMINARY UNDERWOOD APARTMENTS CONCEPT

Figure 10

The improvement plan/strategy for the Underwood Apartments should include:

- Facade enhancements/exterior painting;
- Installation of security lighting in the parking alley between the north side of Underwood Apartments and Blackford High School.
- Driveway resurfacing;
- Curb/gutter enhancements;
- Drainage enhancements;
- Landscape rejuvenation (including street tree plantings along Williams Rd. and Boynton Ave.);
- Installation of additional trash receptacles;
- Posting of "no littering" signage with fine penalty warnings;
- Outreach to Underwood residents about the City's waste pick-up program; and
- Code enforcement to curb parking on front lawns and illegal on-site auto repair.

ACTION STEPS

- a* Coordinate with property owners and tenants to finalize a comprehensive improvement plan and strategy.

Costs

\$30,000 for planning and design

Timing

Immediate-term (0-18 months)

Responsibility

Department of Housing; Property Owners Association; Underwood Tenants; Department of Parks, Recreation and Neighborhood Services; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

- b* Encourage property owners to coordinate exterior improvements and apply for improvement funding as a group.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)



Debris and stray shopping carts are ongoing problems in the area.



Some planting areas are bare or filled with weeds.



Motorists often park on front lawns where parking is congested.

Responsibility

Department of Housing; Property Owners Association; Underwood Tenants; Department of Parks, Recreation and Neighborhood Services; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

- c Seek funding to implement proposed improvements.

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Property Owners Association; Department of Housing; Underwood Tenants; Department of Parks, Recreation and Neighborhood Services; and Redevelopment Agency

- d Strengthen code enforcement and educational outreach to curb illegal dumping, inoperable vehicle storage, and illegal on-site uses (such as on-site auto repair).

Costs

Staff costs, absorbed in City budget

Timing

Short-term (0-3 years)

Responsibility

Department of Planning, Building and Code Enforcement (Code Enforcement Services); Homeowners' Association; and Underwood Tenants

- e Implement Underwood Apartment improvements.

Costs

To be determined

Timing

Short-term (0-3 years)

Responsibility

Property Owners Association; Department of Planning, Building and Code Enforcement; and Redevelopment Agency

BENEFITS

Developing a plan for physical enhancements and devising a strategy for programmatic improvements will make the Underwood Apartments a more pleasant place to live and improve the image of the Blackford neighborhood.

PROJECTS UNDERWAY

- Red curbs have been installed on the southwest and northwest corners of the Boynton Ave./Underwood Dr. intersection to enhance visibility for motorists entering Boynton Ave. from Underwood Drive.
- Sidewalk construction is planned along Williams Road (approximately 365 feet) – includes construction of pavement, curb, driveway aprons, street lighting and street trees.

Action Matrix

The matrix presented on the following pages is intended as a guide to realizing the community's shared vision for the future. Although the top priority actions detailed in the previous section were highlighted by the community as being of particular importance, each of the actions listed in the Action Matrix articulate a piece of the community's vision and should be initiated as soon as possible. The implementation of any one of the improvement actions would bring Blackford closer to the community's desired future.

The Action Matrix is by the following categories that reflect overall goals:

- Vehicular and Pedestrian Circulation;
- Parks and Community Facilities;
- Retail Revitalization;
- Neighborhood Beautification; and
- Community Involvement and Programs

For each action, the matrix provides information on the action's priority level, implementation timeframe, responsible parties and partners, City Service Areas and potential funding sources. Top priority actions have been highlighted with shaded boxes. The acronyms listed in the matrix are defined in the *Glossary of Acronyms* located at the end of this chapter.

VEHICULAR AND PEDESTRIAN CIRCULATION

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|---|---|---|
| | Traffic Calming | | | | | |
| I | Conduct traffic calming studies and develop traffic calming strategies focused on three primary areas: Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Rd. and Moreland Discovery School. | Top Priority #6 | Immediate-Short | <ul style="list-style-type: none"> ▪ DOT (Transportation Operations) ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police ▪ DPW | <ul style="list-style-type: none"> ▪ TS | <ul style="list-style-type: none"> ▪ City budget ▪ TDA grants |
| | a. Conduct traffic calming studies for the primary problematic areas (Boynton from Moorpark to Payne; Barrymore/Flora; and the neighborhood between Williams Rd. and Moreland Discovery School. | | Immediate | <ul style="list-style-type: none"> ▪ DOT (Transportation Operations) ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police | <ul style="list-style-type: none"> ▪ TS | <ul style="list-style-type: none"> ▪ City budget ▪ TDA grants |
| | b. Develop a forum for participation of affected residents, property owners and neighborhood associations. | | Immediate | <ul style="list-style-type: none"> ▪ DOT (Transportation Operations) ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police | <ul style="list-style-type: none"> ▪ TS | <ul style="list-style-type: none"> ▪ City budget |
| | c. Implement traffic calming measures, as appropriate. | | Immediate | <ul style="list-style-type: none"> ▪ DOT | <ul style="list-style-type: none"> ▪ TS | <ul style="list-style-type: none"> ▪ City budget |
| | d. Increase police presence in the neighborhoods during school commute hours (7-9 am and 3-4:30 pm). | | Immediate | <ul style="list-style-type: none"> ▪ Police | <ul style="list-style-type: none"> ▪ TS ▪ PSS | <ul style="list-style-type: none"> ▪ City budget |
| | e. Develop a public education campaign to communicate zero tolerance for law breakers. | | Immediate | <ul style="list-style-type: none"> ▪ DOT ▪ Residents ▪ Property Owners ▪ Nbhd. Assoc. ▪ Police | <ul style="list-style-type: none"> ▪ TS ▪ PSS | <ul style="list-style-type: none"> ▪ City budget ▪ CAP grants |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|---|---------------------------|--|
| 2 | Explore ways to prevent large trucks from using residential streets (such as establishing a weight limit on certain streets). | Low Priority | Short | ▪ DOT | ▪ EAND | ▪ City budget |
| | Access to Retail Destinations | | | | | |
| 3 | Improve access in and out of the commercial area at Williams Rd. and Saratoga Ave. | Medium Priority | Short | ▪ DOT | ▪ TS | ▪ City budget ▪ TDA grants |
| | Pedestrian Connections | | | | | |
| 4 | Improve sidewalk conditions by repairing or installing new curbs, gutters and sidewalks in key areas. | High Priority | Short | ▪ DPW ▪ DOT | ▪ EAND | ▪ City budget ▪ Property owners ▪ CDBG |
| 5 | Evaluate and implement crosswalk /intersection enhancements at Boynton and Rhoda, Boynton and Williams, Barrymore and Flora, south of Moreland Discovery School, and along Saratoga Avenue. | Medium Priority | Short | ▪ DOT (Transportation Operations) | ▪ TS | ▪ City budget ▪ TDA grants |
| 6 | Consider installation of bike lanes and signage on Williams Rd., Boynton Ave., Saratoga Ave. and Blackford Dr. | Low Priority | Short | ▪ DOT (Planning Div.) ▪ PBCE (Planning Div.) | ▪ TS | ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|--|--------------------|---|
| | Roadway Improvements | | | ▪ | ▪ | ▪ |
| 7 | Assess and resolve any potential storm drain issues in the following areas: Colonial Gardens alleys (Waterbury Court, Bridgeport Court, Cape Cod Court); Flora Avenue; Barrymore Drive; Williams Road/Boynton Avenue; Hibiscus Drive; Demille Drive; Teal Avenue; Rosalia Avenue; Keltner Avenue; and Maple Leaf parking lots. | Top Priority #9 | Immediate-Short | <ul style="list-style-type: none"> ▪ DPW ▪ DOT ▪ <i>Property Owners</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ City budget ▪ Private Investment |
| | a. Survey drainage problems in the neighborhood. | | Immediate | <ul style="list-style-type: none"> ▪ DPW ▪ DOT | ▪ EAUS | ▪ City budget |
| | b. Identify enhancement alternatives and determine appropriate course of action for improving drainage problems. | | Short | <ul style="list-style-type: none"> ▪ DPW ▪ DOT | ▪ EAUS | ▪ City budget |
| | c. Design and construct drainage improvements. | | Short | <ul style="list-style-type: none"> ▪ DPW ▪ DOT | ▪ EAUS | ▪ City budget |
| 8 | Repair driveways at Underwood Apartments. | Medium Priority | Short | <ul style="list-style-type: none"> ▪ <i>Property Owners</i> ▪ PBCE (Code Enforcement) | ▪ EAND | <ul style="list-style-type: none"> ▪ <i>Property Owners Association</i> ▪ <i>Housing Rehabilitation funds</i> |
| 9 | Reconstruct Colonial Garden Apts. alleyway asphalt (potholes and alligator lines). | Medium Priority | Short | <ul style="list-style-type: none"> ▪ <i>Property Owners</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ <i>Property Owners Association</i> ▪ <i>Housing Rehabilitation funds</i> |
| 10 | Resurface parking lot at the Williams/Boynton convenience center | Medium Priority | Short | <ul style="list-style-type: none"> ▪ Property Owners ▪ <i>SJRA</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ <i>Property Owners</i> ▪ <i>SJRA</i> |
| | Parking | | | | | |
| 11 | Explore means of reducing overcrowding in apartments with landlords and property managers. | High Priority | Short | <ul style="list-style-type: none"> ▪ Housing ▪ PBCE (Code Enforcement) | ▪ EAND | ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|--|-----------------|---|---|---------------------------|---|
| 12 | Consider striping parking spaces to control parking in heavily congested areas, such as on Ranchero, Roewell, Oakmont and Will Rogers. | High Priority | Short | ▪ DOT | ▪ TS | ▪ City budget ▪ TDA grants |
| 13 | Investigate the vacant lot at Williams Rd. and Gretchen Dr. for use as overflow parking through a potential lease agreement or acquisition. | High Priority | Short | ▪ DOT (Transportation Operations) ▪ SJRA | ▪ TS ▪ EAND | ▪ City budget ▪ TDA grants ▪ SJRA |
| 14 | Control parking at corners and reduce illegal parking near stop signs by extending red curbs or installing “no parking” signage in problem areas (for example, at Boynton Ave., Moorpark Ave. and Flora Ave.). | High Priority | Immediate | ▪ DOT (Transportation Operations) ▪ <i>Police</i> | ▪ TS | ▪ City budget |
| 15 | Strengthen code enforcement for parking violations, especially on Barrymore Dr. and Flora Ave. and around Underwood. | High Priority | Underway | ▪ PBCE (Code Enforcement) ▪ <i>Police</i> | ▪ EAND | ▪ City budget |
| 16 | Strengthen code enforcement for regulation of abandoned vehicles to eliminate abandoned vehicles at the vacant lot near Payne Ave. and San Tomas Aquino Rd. | High Priority | Underway | ▪ PBCE (Code Enforcement) ▪ <i>Police</i> | ▪ EAND | ▪ City budget |
| 17 | Resolve illegal parking at the commercial office space near the Williams/Boynton convenience center through a reciprocal access agreement or lease agreement. | High Priority | Immediate | ▪ SJRA ▪ Property Owners | ▪ EAND | ▪ SJRA ▪ Property owners |
| 18 | Reconfigure parking at the Maple Leaf Shopping Center so that the space is used more efficiently. | High Priority | Short | ▪ Property Owners ▪ PBCE | ▪ EAND | ▪ City budget |
| 19 | Investigate ways to eliminate frequent truck and trailer parking at Barrymore Dr. and Flora Ave., Piper Dr. Saratoga Ave. and Mitzi Dr. | Medium Priority | Underway | ▪ PBCE (Code Enforcement) ▪ DOT (Transportation Operations) | ▪ TS | ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|--|---------------------------|----------------------------------|
| 20 | Expand Post Office parking or use a nearby lot for overflow parking through a lease agreement or through land acquisition. | Medium Priority | Short | ▪ US Post Office | ▪ TS | ▪ US Post Office |
| 21 | Adjust parking standards for new development to satisfy needs. | Low Priority | Short | ▪ PBCE (Planning Div.) | ▪ TS | ▪ City budget |
| 22 | Install “no parking” signs to resolve conflict between parking and street sweeping. | Low Priority | Immediate | ▪ ESD ▪ DOT | ▪ TS | ▪ City budget |
| 23 | Enforce parking regulations on “sweep day”. | Low Priority | Immediate | ▪ DOT | ▪ TS | ▪ City budget |
| 24 | Provide adequate parking at the new condominiums at Daffodil Way and Williams Rd. to ensure that these condos do not exacerbate parking congestion in the area. | Low Priority | | ▪ PBCE (Planning Div.) ▪ <i>Private Developers</i> | ▪ TS | ▪ City budget ▪ Private funds |

PARKS AND COMMUNITY FACILITIES

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|--|--|--|
| | Partnerships | | | | | |
| 25 | Ensure access for youth and teens to recreational facilities within the Service Area. | Top Priority #2 | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |
| | a. Complete swimming pool renovations and open the pool for community use. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG |
| | b. The City of San José should explore and negotiate a cooperative agreement with school district for potential shared use of a teen center facility, preferably at Blackford High School. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |
| | c. If negotiations are successful, reuse an existing building on the Blackford campus and staff potential teen center recreation programs. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |
| | d. The City of San José to negotiate a cooperative agreement with school districts for shared use and possible upgrade and maintenance of sports fields. | | Short | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|--|---------------------------|--|
| 26 | Create new community garden plots and a dog park through joint-use agreements for use of open space owned by non-City agencies and organizations, as possible. | Top Priority #7 | Immediate-Medium | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> ▪ <i>First United Pentecostal Church</i> ▪ <i>Immanuel Presbyterian Church</i> ▪ <i>San José Water Company</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ RDA ▪ CDBG ▪ School District funds ▪ Private funds |
| | a. Starting with the San José Water Company and adjacent church (necessary for access), initiate discussions for potential development of community garden space. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>PBCE</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ SJRA ▪ CDBG ▪ School District funds ▪ Private funds |
| | b. Investigate possibilities for a dog park within District I. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>PBCE</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ SJRA |
| | c. Form a dog-owners' association to organize efforts to develop a dog park in the neighborhood. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Community Members</i> | ▪ RACS | ▪ Nbhd. Assoc. |
| | d. With cooperation of interested institutions, develop plans for shared use of open space resources for a community garden and dog park. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>School Districts</i> ▪ <i>First United Pentecostal Church</i> ▪ <i>Immanuel Presbyterian Church</i> ▪ <i>PBCE</i> ▪ <i>San José Water Company</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CDBG |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|---|-----------------|--|---|--------------------|--|
| 26 <i>cont'd</i> | e. Formalize agreements where agreed upon for joint-use recreational resource partnerships. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>School Districts</i> ▪ <i>First United Pentecostal Church</i> ▪ <i>Immanuel Presbyterian Church</i> ▪ <i>PBCE</i> ▪ <i>San José Water Company</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CDBG |
| | f. Design and construct improvements specified in joint-use agreements. | | Short-Medium | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ <i>Council Office</i> ▪ <i>School Districts</i> ▪ <i>First United Pentecostal Church</i> ▪ <i>Immanuel Presbyterian Church</i> ▪ <i>PBCE</i> ▪ <i>San José Water Company</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ SJRA ▪ CDBG |
| 27 | Explore opportunities for joint-use agreements with religious institutions or school districts for upgrading or developing new play areas. | Top Priority | Short | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |
| 28 | Explore opportunities for joint-use agreements with religious institutions or school districts to created shared space for performance venues, such as plays and musicals. | Top Priority | Short | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>Council Office</i> ▪ <i>PBCE</i> ▪ <i>School Districts</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ School District funds ▪ CDBG ▪ SJRA |
| 29 | Collaborate with the School District to extend the hours the restrooms are open to the public at Blackford High School to serve after-school recreation use of sports fields. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ City/School Liaison ▪ <i>CUHSD</i> | ▪ RACS | <ul style="list-style-type: none"> ▪ School District funds |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|---|--|---|
| 30 | Explore potential for creating more open space in the neighborhood through land acquisition. | Medium Priority | Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) ▪ DPW (Real Estate) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ CAP grants ▪ CDBG ▪ SJRA |
| | a. Create an inventory of vacant lots in the neighborhood and investigate funding sources for land acquisition. | | Short | <ul style="list-style-type: none"> ▪ DPW (Real Estate) ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget |
| | b. As new park development opportunities arise, work with community members to encourage certain portions of park developments to be pet-friendly. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget |
| | c. Look into opportunities to acquire vacant lots or use land temporarily to provide additional community garden space (such as with the vacant lot at Williams Rd. and Gretchen Ln.). | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG ▪ San José Beautiful |
| 31 | Collaborate with the School District and current Anderson gardeners to improve the existing community garden at Anderson Elementary School to be more inviting for the surrounding community. | Medium Priority | Immediate-Short | <ul style="list-style-type: none"> ▪ City/School Liaison ▪ <i>School Districts</i> ▪ <i>PRNS (Parks Planning)</i> | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG ▪ San José Beautiful |
| | a. Design and construct a special gateway entrance and signage. | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ City budget ▪ San José Beautiful |
| | b. Consider providing information at the garden entrance for a self-guided tour of the garden. | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ San José Beautiful |
| | c. Enhance the garden with special entry paving, stones and public art. | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CDBG |
| | d. Install attractive fencing around the garden perimeter. | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CDBG |
| | e. Enhance landscaping on Teale Ave. around the garden perimeter. | | Immediate-Short | <ul style="list-style-type: none"> ▪ PRNS (Parks Planning) | <ul style="list-style-type: none"> ▪ RACS | <ul style="list-style-type: none"> ▪ San José Beautiful |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|---|-----------------|---|--|---------------------------|----------------------------------|
| 31 <i>cont'd</i> | f. Extend the existing garden area about 30'. | | Immediate-Short | ▪ Community Members | ▪ RACS | ▪ San José Beautiful |
| 32 | Develop a skate park. | Low Priority | Short | ▪ PRNS (Parks Planning) | ▪ RACS | ▪ CAP grants ▪ CDBG |
| | a. Involve kids in the planning process. | | Immediate | ▪ PRNS (Parks Planning) | ▪ RACS | ▪ City budget |
| 33 | Identify possible locations to provide senior activities. | Low Priority | Short | ▪ PRNS (Parks Planning and Recreation & Community Services) | ▪ RACS | ▪ City budget ▪ CDBG |

RETAIL REVITALIZATION

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|---|-----------------|--|--|--------------------|--|
| | Maple Leaf Shopping Center | | | | | |
| 34 | Develop and implement a strategy for improving appearance, site design, business mix and pedestrian access at the Maple Leaf Shopping Center. | Top Priority #3 | Immediate-Short | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ PBCE ▪ Property Owners ▪ Business Owners ▪ Nbhd. Assoc. ▪ DPW ▪ DOT ▪ PG & E | ▪ EAND | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ City budget |
| | a. Develop a comprehensive strategy or plan for the Maple Leaf Shopping Center. | | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ Property Owners ▪ Business Owners ▪ PBCE | ▪ EAND | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ City budget |
| | b. Work with property owner(s) to implement changes. | | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ PBCE ▪ DOT ▪ Property Owners ▪ Business Owners | ▪ EAND | <ul style="list-style-type: none"> ▪ OED ▪ City budget |
| | c. Develop mechanisms to ensure the maintenance of the site by businesses and property owners. | | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ Property Owners ▪ Business Owners | ▪ EAND | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ City budget |
| | d. Investigate the use of Pacific Gas & Electric "20-A" funds for potential undergrounding of utilities along Saratoga Avenue. | | Short | <ul style="list-style-type: none"> ▪ DPW ▪ OED ▪ SJRA ▪ PBCE ▪ PG&E | ▪ EAND | <ul style="list-style-type: none"> ▪ PG & E ▪ Property owners |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|---|-----------------|--|---|--------------------|---|
| | Williams/Boynton Convenience Center | | | | | |
| 35 | Improve the appearance, level of maintenance and parking issues at the convenience center at Williams Road and Boynton Avenue. | Top Priority #4 | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ <i>Property Owners</i> ▪ <i>Business Owners</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ City budget ▪ Property owners |
| | a. Develop a comprehensive strategy/plan for the Williams/Boynton convenience center | | Immediate | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ <i>Property Owners</i> ▪ <i>Business Owners</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ City budget ▪ Property owners |
| | b. Work with property owners to implement the plan. | | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ <i>PBCE</i> ▪ <i>DOT</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ OED ▪ City budget ▪ Property owners |
| | c. Develop mechanisms to encourage the participation of the businesses and property owners in the development of the Williams/Boynton improvement plan and to continue to maintain business improvements at the site. | | Immediate | <ul style="list-style-type: none"> ▪ OED ▪ SJRA ▪ <i>Property Owners</i> ▪ <i>Business Owners</i> ▪ <i>Nbhd. Assoc.</i> ▪ <i>PBCE</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ City budget ▪ Property owners |
| | General Retail/Commercial Revitalization | | | | | |
| 36 | Employ measures to attract more family-friendly neighborhood-serving businesses to locate in the area. | Low Priority | Short | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ <i>Private Developers</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ SJRA ▪ OED |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|--|---------------------------|--|
| 37 | Develop a “mercado” ethnic foods market and/or a small neighborhood-scale market. | Low Priority | Short | <ul style="list-style-type: none"> ▪ Private Developers ▪ <i>SJRA</i> ▪ <i>OED</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Private funds ▪ <i>SJRA</i> ▪ <i>OED</i> |
| 38 | Develop a neighborhood café or bistro with outdoor seating and space for informal musical performances. | Low Priority | Short | <ul style="list-style-type: none"> ▪ Private Developers ▪ <i>SJRA</i> ▪ <i>OED</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Private funds ▪ <i>SJRA</i> ▪ <i>OED</i> |
| 39 | Encourage redevelopment of vacant lots to expand commercial development, such as: | Low Priority | Short-Medium | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ Private Investors | ▪ EAND | <ul style="list-style-type: none"> ▪ <i>SJRA</i> ▪ <i>OED</i> ▪ Private investors |
| | a. The vacant property (auto store) at Saratoga Ave. and Williams Rd. | | Short-Medium | <ul style="list-style-type: none"> ▪ SJRA ▪ OED ▪ Private Investors | ▪ EAND | <ul style="list-style-type: none"> ▪ <i>SJRA</i> ▪ <i>OED</i> ▪ Private investors |

NEIGHBORHOOD BEAUTIFICATION

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|---|--------------------|--|
| | Lighting and Utilities | | | | | |
| 40 | Enhance public lighting levels (including lights on private property that help illuminate public areas) as needed throughout the community. | Top Priority #1 | Immediate-Short | <ul style="list-style-type: none"> ▪ DPW ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG |
| | a. Conduct a survey of existing lighting conditions to identify lights blocked by trees, lights in need of repair, and areas lacking lighting. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>DPW</i> ▪ <i>DOT</i> | ▪ EAUS | ▪ City budget |
| | b. Trim trees that are blocking existing street lights and other public space lights. | | Immediate | ▪ DOT | ▪ EAUS | ▪ City budget |
| | c. Report lights in need of repair. | | Ongoing | <ul style="list-style-type: none"> ▪ Property Owners ▪ <i>Nbhd. Assoc.</i> | ▪ EAUS | ▪ City budget |
| | d. Repair streetlights identified in the survey. | | Immediate | ▪ PG & E | ▪ EAUS | ▪ City budget |
| | e. Prioritize specific public areas in the community that could benefit from new public and/or private lighting improvements. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>DPW</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG |
| | f. Identify funding for new lighting. | | Immediate | <ul style="list-style-type: none"> ▪ DOT ▪ <i>DPW</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG |
| | g. Install lighting where needed. | | Immediate | ▪ DPW | ▪ EAUS | <ul style="list-style-type: none"> ▪ City budget ▪ CDBG |
| | h. Investigate the feasibility of forming an improvement district to help finance additional new light fixtures. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Property Owners | ▪ EAUS | ▪ City budget |
| | i. Develop incentive programs to encourage property owners to mount security lights on buildings. | | Short | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> | ▪ EAUS | ▪ Property owners |
| 41 | Bury utilities underground. | High Priority | Long | <ul style="list-style-type: none"> ▪ DPW ▪ <i>PG & E</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ PG & E ▪ Property owners |
| | a. Investigate the feasibility of forming an assessment district to offset the cost of placing utilities underground. | | Immediate | <ul style="list-style-type: none"> ▪ DPW ▪ <i>PG & E</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ PG & E ▪ Property owners ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|--------------|---|-----------------|--|---|--------------------|--|
| 41 cont'd | b. Investigate the use of PG & E "20-A" funds for potential undergrounding of utilities. | | Immediate | <ul style="list-style-type: none"> ▪ DPW ▪ PG & E ▪ Nbhd. Assoc. | ▪ EAUS | ▪ PG & E |
| | c. Remove unsightly cables (particularly those at Maple Leaf shopping center and at Colonial Gardens). | | Short-Long | <ul style="list-style-type: none"> ▪ DPW ▪ PG & E | ▪ EAUS | ▪ PG & E |
| | Landscaping | | | | | |
| 42 | With the cooperation of willing property owners, create a street tree planting plan and a phased planting and replacement program. | Top Priority #5 | Immediate-Short | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Property Owners ▪ CBOs ▪ PRNS ▪ DOT (Landscape Svcs. Div., City Arborist's Office) ▪ Council Office ▪ Non-Profit Orgs. ▪ Our City Forest | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Our City Forest ▪ CAP grants |
| | a. Identify individual trees that are problematic in the neighborhood and develop a staggered implementation schedule of removal and replacement, allowing for removal of the most problematic trees first. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Property Owners ▪ CBOs ▪ PRNS ▪ DOT (Landscape Svcs. Div., City Arborist's Office) ▪ Council Office ▪ Non-Profit Orgs. ▪ Our City Forest ▪ SJRA | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Our City Forest ▪ CAP grants |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|--|----------|--|---|--------------------|--|
| 42 <i>cont'd</i> | b. Use existing Sidewalk Repair program to fix damaged sidewalks. | | Short | <ul style="list-style-type: none"> ▪ DOT (City Arborist) ▪ <i>Property Owners</i> | ▪ EAND | ▪ City budget |
| | c. Establish funding for curb and gutter repair associated with tree root damage. | | Short | <ul style="list-style-type: none"> ▪ DOT (City Arborist) ▪ <i>Property Owners</i> | ▪ EAND | ▪ City budget |
| | d. Explore the use of plant growth regulator treatments that reduce the formation of seed pods dropped by Liquidambers in the case of healthy trees that should otherwise be retained. | | Short | <ul style="list-style-type: none"> ▪ DOT (City Arborist) ▪ <i>Property Owners</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Our City Forest ▪ CAP grants |
| | e. Conduct a street tree inventory to determine where major street tree deficiencies are located. The inventory should map locations where trees are extremely limited as well as gaps where trees simply need to be filled in (to be initiated by Blackford neighborhood organizations). | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ <i>CBOs</i> ▪ <i>DOT (City Arborist)</i> ▪ <i>Council Office</i> ▪ <i>Non-Profit Orgs.</i> ▪ <i>Our City Forest</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Our City Forest ▪ CAP grants |
| | f. Provide information published by the City Arborist's Office (Landscape Services Division, Department of Transportation) to residents interested in street tree plantings in front of their homes. The information covers street tree planting, care and maintenance as well as the sidewalk repair program. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ <i>CBOs</i> ▪ <i>PRNS</i> ▪ <i>DOT (City Arborist)</i> ▪ <i>Council Office</i> ▪ <i>Non-Profit Orgs.</i> ▪ <i>Our City Forest</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Our City Forest ▪ CAP grants ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|--|-----------------|---|---|---------------------------|--|
| 42 <i>cont'd</i> | g. Neighborhood Organizations to hold neighborhood meetings with property owners to: present the street tree inventory; describe the Blackford Strong Neighborhoods Initiative vision for residential street trees; have a City arborist present street tree education; provide an opportunity for the community to participate in developing a street tree planting plan; and determine who is interested in having a street tree planted in front of their home. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ Property Owners ▪ CBOs ▪ PRNS ▪ DOT (City Arborist) ▪ Non-Profit Orgs. ▪ Our City Forest | ▪ EAND | <ul style="list-style-type: none"> ▪ Our City Forest ▪ City budget ▪ CAP grants |
| | h. Work with the City Arborist's Office to determine which tree species is appropriate for a given location (408-277-2756). | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ CBOs | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| | i. Set priorities and develop a tree planting schedule for completing new street tree plantings in the Blackford area. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ CBOs ▪ PRNS ▪ DOT (City Arborist) ▪ <i>Our City Forest</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| | j. Obtain a planting permit from the Department of Transportation (free-of-charge). The size and type of tree to be planted will be designated on the permit. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ CBOs | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| | k. Establish a regular maintenance regime for newly planted street trees. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ CBOs | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Property owners |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|--|--|---|
| 43 | Widely distribute information about the new single family blight ordinance and the multi-family landscape grant program to encourage landscape improvements in residential neighborhoods. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ PBCE (Code Enforcement) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ CAP grants |
| 44 | Focus concentrated effort on making landscape improvements in the Colonial Gardens and Underwood Apartment areas. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ Housing Rehabilitation funds ▪ Property owners |
| 45 | Coordinate an enhancement program for San Tomas Expressway with the County Expressway Committee. | High Priority | Underway <i>County Expressway study for landscaping/ other improvements</i> | <ul style="list-style-type: none"> ▪ Santa Clara County ▪ <i>Nbhd. Assoc</i> ▪ <i>DOT.</i> | <ul style="list-style-type: none"> ▪ TS ▪ EAND | <ul style="list-style-type: none"> ▪ Santa Clara County |
| | a. Screen entire aqueduct ditch by installing a solid wall and tall trees from Williams Rd to Campbell Ave (like it has been done on the opposite side of SanTomas Expwy). | | Short | <ul style="list-style-type: none"> ▪ Santa Clara County ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ TS ▪ EAND | <ul style="list-style-type: none"> ▪ Santa Clara County ▪ CAP grants |
| | b. Create “adopt a creek” programs to clean up and maintain the ditch corridor. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ None required |
| 46 | Install or upgrade landscaping along major thoroughfares, such as Saratoga Ave., Payne Ave., Williams Rd. and Boynton Ave. | Medium Priority | | <ul style="list-style-type: none"> ▪ DPW | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| 47 | Incorporate landscaping into traffic calming components that may be developed in the future (as appropriate). | Medium Priority | Short | <ul style="list-style-type: none"> ▪ DPW | <ul style="list-style-type: none"> ▪ EAND ▪ TS | <ul style="list-style-type: none"> ▪ TDA grants ▪ CAP grants |
| 48 | Replace landscaping in front of the Post Office on Payne Ave. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ US Post Office ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ CAP grants ▪ San José Beautiful |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|--|-----------------|---|--|---------------------------|--------------------------------------|
| 49 | Keep public walkways and crosswalks clear of overgrown vegetation. | Medium Priority | Immediate- Ongoing | ▪ Nbhd. Assoc. | ▪ EAND | ▪ None required |
| 50 | Keep parkstrips and commercial planters free of weeds. | Medium Priority | Immediate- Ongoing | ▪ Property Owners ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | ▪ None required |
| 51 | Maintain parkway landscaping at Starbird Park. | Medium Priority | Immediate | ▪ PRNS (Parks Maintenance) | ▪ EAND | ▪ City budget |
| 52 | Explore a joint use agreement with School District to revitalize and maintain sports fields. | Medium Priority | Short | ▪ School Districts ▪ <i>PRNS (Parks Planning)</i> ▪ <i>City/School Liason</i> | ▪ RACS | ▪ CIP ▪ RDA |
| 53 | Water and fertilize lawn at Senior Housing on Payne Ave. | Low Priority | Immediate | ▪ Property Owners | ▪ EAND | ▪ Property owners |
| 54 | Organize work parties to help with ongoing landscape maintenance in the neighborhood – Recruit local clubs and CBOs to help. | Low Priority | Immediate | ▪ Nbhd. Assoc. ▪ <i>Property Owners</i> ▪ <i>CBOs</i> ▪ <i>Clubs</i> | ▪ EAND | ▪ CAP grants ▪ San José Beautiful |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|-----------------|---|---|---------------------------|--|
| | Neighborhood Clean Up Efforts | | | | | |
| 55 | Focus clean-up efforts on particularly blighted sites: Colonial Gardens, Underwood Apartments, Roewill and Oakmont Drives, Woodflower Way between Woodcreek Ln. and Caravella Dr., San Tomas Aquino, Maple Leaf Shopping Center, and the Williams/Boynton convenience center. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Council Office ▪ <i>PRNS</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ Neighborhood Beautification grants ▪ General Fund |
| 56 | Apply for grants to fund more clean-up events. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. | ▪ EAND | <ul style="list-style-type: none"> ▪ Neighborhood Beautification grants ▪ CAP grants |
| 57 | Hold additional community pride events with neighborhood clean-up and maintenance activities. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Council Office ▪ <i>PRNS</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ Neighborhood Beautification grants ▪ General Fund |
| 58 | Initiate twice-yearly City-sponsored <i>Dumpster Days</i> . | High Priority | Immediate- Ongoing | <ul style="list-style-type: none"> ▪ Council Office ▪ <i>Nbhd. Assoc.</i> | ▪ EAUS | <ul style="list-style-type: none"> ▪ Neighborhood Beautification grants ▪ General Fund |
| 59 | Develop an educational campaign to improve the litter problem. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | a. Aggressively publicize the Recycle Plus program that allows for pick-up of 3 bulky waste items for \$18. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | b. Encourage the public to report illegal dumping in the public right of way immediately to DOT (408-277-4373). | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | c. Encourage use of the San José information hotline to report stray shopping carts (408-277-4000) | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | d. Widely distribute information about the City's Anti-graffiti program (408-277-2758). | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|--|-----------------|---|---|--|--|
| 63 <i>cont'd</i> | e. Widely distribute information about the City's Neighborhood Action program (408-277-4133). | | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| 60 | Remove graffiti in key clean-up areas on backs and sides of buildings and on garbage cans. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ PRNS (Anti-Graffiti Program) ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| 61 | Eliminate illegal dumping of oil at Colonial Garden Apts. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ ESD ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ EAUS | <ul style="list-style-type: none"> ▪ None required |
| 62 | Develop centralized neighborhood dumpster at High School that would be open every weekend for neighborhood use only. | Low Priority | Short | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| 63 | Consider posting signs with fine penalties for littering (in especially problematic areas). | Low Priority | Short | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | a. Develop a signage program to prevent littering (especially along Woodflower Way. between Woodcreek Ln. and Caravella Dr.) | | Short | <ul style="list-style-type: none"> ▪ PRNS (Nbhd. Services) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| 64 | Hold a community meeting focused on the stray shopping cart issue and explore additional solutions. | Low Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>Nbhd. Assoc.</i> ▪ <i>Residents</i> ▪ <i>Property Owners</i> | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ City Budget |
| 65 | Develop a program to encourage dog owners to clean up after their dogs – provide bags for that purpose. | Low Priority | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>PRNS</i> (Nbhd. Services) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ San José Beautiful ▪ CAP grants |
| | Code Enforcement | | | | | |
| 66 | Take enforcement action using the new Blight ordinance that applies to duplexes and multi-family housing. | High Priority | Ongoing | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |
| 67 | Increase the number of Code Enforcement/ <i>Driveway Team</i> inspectors in future budget years. | Medium Priority | Ongoing | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) | <ul style="list-style-type: none"> ▪ EAND | <ul style="list-style-type: none"> ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|--|-----------------|---|--|---------------------------|----------------------------------|
| 68 | Establish a pattern of annual Code Enforcement inspections for consistently blighted housing, rather than just complaint-basis inspections. | Medium Priority | Ongoing | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>Residents</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | ▪ City budget |
| 69 | Develop and widely distribute a multi-lingual citizens' guide to City codes and tenants rights. | Low Priority | Immediate-Ongoing | <ul style="list-style-type: none"> ▪ PBCE ▪ PRNS (Nbhd. Services) ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | ▪ City budget |
| | a. Distribute code and tenant information door-to-door. | | Ongoing | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>PRNS</i> (Nbhd. Services) | ▪ EAND | City budget |
| | Housing Revitalization Programs | | | | | |
| 70 | Initiate an outreach campaign to encourage residential home and landscape improvements. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> ▪ <i>Tenants</i> ▪ <i>Property Owners</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | ▪ City budget |
| | a. Designate a project champion. | | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>PRNS</i> | ▪ EAND | ▪ City budget |
| | b. Distribute application materials and information about neighborhood association meetings door-to-door, and at neighborhood meetings and events. | | Immediate | <ul style="list-style-type: none"> ▪ PRNS ▪ <i>PBCE</i> (Code Enforcement) | ▪ EAND | ▪ City budget |
| | c. Arrange housing rehabilitation applications seminars through neighborhood associations. | | Immediate | <ul style="list-style-type: none"> ▪ Housing ▪ <i>PRNS</i> | ▪ EAND | ▪ City budget |
| | d. Identify properties in the area that could particularly benefit from housing programs and share information with those property owners and tenants. | | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> ▪ <i>Nbhd. Assoc.</i> | ▪ EAND | ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|---|-----------------|---|---|---------------------------|---|
| 74 <i>cont'd</i> | e. Coordinate improvement efforts with Code Enforcement visits so that Code Enforcement officials can drop off home improvement applications and literature as they conduct <i>Driveway Tours</i> and reviews. | | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> | ▪ EAND | ▪ City budget |
| 71 | Develop and implement a “good neighbor” awards program to recognize successful residential clean-up and/or improvement efforts (for tenants and property owners). | High Priority | Immediate | <ul style="list-style-type: none"> ▪ Nbhd. Assoc. ▪ <i>PRNS</i> | ▪ EAND | ▪ CAP grants |
| 72 | Encourage unified, on-site professional management of multi-family housing complexes. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> ▪ <i>Housing</i> | ▪ EAND | ▪ City budget |
| 73 | Create incentives for apartment owners and property management companies to clean up and upgrade their buildings. | High Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>PRNS</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Housing ▪ CAP grants |
| 74 | Coordinate with the City’s Code Enforcement Division to schedule property management seminars and tenant seminars through Project Blossom. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) | ▪ EAND | ▪ City budget |
| 75 | Create incentives for property owners to remove unsightly fences situated too close to sidewalks. | Medium Priority | Immediate | <ul style="list-style-type: none"> ▪ PBCE (Code Enforcement) ▪ <i>Housing</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Housing ▪ CAP grants |
| 76 | Consider partnering with the City through a housing rehabilitation program to offer to cover the cost of property owners’ landscaping in exchange for fence removal (potential sites to encourage fence removal include: Barker/Temple and along Underwood) | Low Priority | Immediate | <ul style="list-style-type: none"> ▪ Housing ▪ <i>PBCE</i> (Code Enforcement) ▪ <i>PRNS</i> | ▪ EAND | ▪ Housing Rehabilitation funds |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|---|--------------------|---|
| | Colonial Gardens Apartments | | | | | |
| 77 | Develop and implement a strategy for improving the appearance of buildings, and the quality of landscaping, open space and parking at the Colonial Gardens Apartments. | Top Priority #8 | Immediate-Short | <ul style="list-style-type: none"> ▪ Housing ▪ <i>Community Housing Developers</i> ▪ <i>Property Owners Assoc.</i> ▪ <i>DPW</i> ▪ <i>PBCE</i> ▪ <i>PRNS</i> ▪ <i>SJRA</i> ▪ <i>Tenants</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Housing ▪ CDBG |
| | a. Encourage Community Housing Developers and other owners not currently part of the Property Owners Association to join that group. | | Immediate | <ul style="list-style-type: none"> ▪ Property Owners Assoc. ▪ <i>Housing</i> ▪ <i>PBCE</i> ▪ <i>PRNS</i> ▪ <i>Tenants</i> | ▪ EAND | ▪ City budget |
| | b. Coordinate with property owners, homeowners' associations and tenants to finalize a comprehensive improvement plan for the buildings, landscaping and driveways. In conjunction with this step, work to open up the tot lot to all residents at Colonial Gardens. | | Immediate | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners Assoc. ▪ <i>Community Housing Developers</i> ▪ <i>PBCE</i> ▪ <i>PRNS</i> ▪ <i>DPW</i> ▪ <i>SJRA</i> ▪ <i>Tenants</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ CDBG ▪ Housing |
| | c. Seek funding to implement proposed improvements | | Short | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners Assoc. ▪ <i>PRNS</i> ▪ <i>SJRA</i> ▪ <i>Tenants</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ CDBG ▪ SJRA ▪ Housing |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|-----------------|---|------------------|---|---|---------------------------|--|
| 81 cont'd | d. Encourage property owners to coordinate facade improvements and apply for facade improvement funding as a group. | | Short | <ul style="list-style-type: none"> ▪ Housing ▪ Property Assoc. ▪ <i>Tenants</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ CDBG ▪ Housing |
| | e. Implement Colonial Gardens improvements. | | | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners Assoc. ▪ <i>PBCE</i> ▪ <i>DPW</i> ▪ <i>SJRA</i> ▪ <i>Tenants</i> ▪ <i>DOT</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Housing ▪ CDBG |
| | f. Improve Rhoda/Boynton intersection. | | | ▪ DOT | ▪ EAND | ▪ DOT |
| | Underwood Apartments | | | | | |
| 78 | Develop and implement an improvement strategy for the Underwood Apartments. | Top Priority #10 | Immediate-Short | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners Assoc. ▪ <i>Tenants</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> ▪ <i>SJRA</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ SJRA ▪ CDBG ▪ Housing ▪ City budget |
| | a. Coordinate with property owners and tenants to finalize a comprehensive improvement plan and strategy. | | Immediate | <ul style="list-style-type: none"> ▪ Housing ▪ Property Assoc. ▪ <i>Tenants</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> ▪ <i>SJRA</i> | ▪ EAND | ▪ City budget |
| | b. Encourage property owners to coordinate exterior improvements and apply for improvement funding as a group. | | Short | <ul style="list-style-type: none"> ▪ Housing ▪ Property Owners Assoc. ▪ <i>Tenants</i> ▪ <i>PRNS</i> ▪ <i>PBCE</i> ▪ <i>SJRA</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ City budget ▪ Housing ▪ SJRA |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|--|-----------------|---|--|---------------------------|---|
| 82 <i>cont'd</i> | c. Seek funding to implement proposed improvements. | | Short | <ul style="list-style-type: none"> ▪ Housing ▪ Homeowners Assoc. ▪ <i>Tenants</i> ▪ <i>PRNS</i> ▪ <i>SJRA</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ CDBG ▪ Housing ▪ SJRA |
| | d. Strengthen code enforcement and educational outreach to curb illegal dumping, inoperable vehicle storage, and illegal on-site uses (such as on-site auto repair). | | Short | <ul style="list-style-type: none"> ▪ PBCE ▪ <i>Homeowners Assoc.</i> ▪ <i>Tenants</i> | ▪ EAND | ▪ City budget |
| | e. Implement Underwood Apartment improvements. | | Short | <ul style="list-style-type: none"> ▪ Homeowners Assoc. ▪ <i>PBCE</i> ▪ <i>SJRA</i> | ▪ EAND | <ul style="list-style-type: none"> ▪ Housing ▪ SJRA ▪ CDBG |

COMMUNITY INVOLVEMENT AND PROGRAMS

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|----------|--|-----------------|--|--|--------------------|---------------------------|
| | Community Involvement | | | | | |
| 79 | Develop more community-building activities/hold more events and festivals. | High Priority | Immediate Ongoing | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| 80 | Coordinate more collaborative events with local schools, churches and the library to build on these positive relationships. | High Priority | Immediate Ongoing | ▪ PRNS ▪ <i>School Districts</i> ▪ <i>Faith Communities</i> | ▪ RACS | ▪ City budget |
| 81 | Form new neighborhood associations or expand existing neighborhood associations to cover areas that are not currently covered by existing associations. | High Priority | Immediate Ongoing | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> ▪ <i>Community Members</i> | ▪ RACS | ▪ City budget |
| 82 | Encourage Neighborhood Association members to attend the City Neighborhood Development Center's free training programs for facilitation, public speaking, outreach, grant writing, and community organizing. | Medium Priority | Immediate | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| 83 | Widely distribute information about neighborhood association membership and neighborhood leader training programs. | Medium Priority | Immediate | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| | a. Determine ways to notify the Neighborhood community such as flyers, visits and voicemail. | | Immediate | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| | b. Continue the ongoing effort of having NAC volunteers going door-to-door. | | Immediate | ▪ NAC Members ▪ <i>PRNS</i> | ▪ RACS | ▪ City budget |
| | c. Check mailing list to see if the entire neighborhood is receiving handout materials. | | Immediate Ongoing | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| 84 | Create a marketing strategy to improve the perception of the neighborhood. | Low Priority | Immediate Ongoing | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |
| | a. Consider NAC meetings as an outreach mechanism for disseminating information. | | Immediate Ongoing | ▪ PRNS ▪ <i>Nbhd. Assoc.</i> | ▪ RACS | ▪ City budget |

| Action # | Strategy/Action | Priority | Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs | Lead Responsibility & Other Partners | City Service Areas | Potential Funding Sources |
|---------------------|--|-----------------|---|--|---------------------------|----------------------------------|
| 84 <i>cont'd</i> | b. Involve local businesses in the process. | | Immediate Ongoing | ▪ SJRA ▪ OED | ▪ EAND | ▪ SJRA |
| | Programs | | | | | |
| 85 | Offer more recreational programs for teens, youth and toddlers. | High Priority | Immediate-Short | ▪ PRNS (Recreation & Community Services) | ▪ RACS | ▪ City budget |
| 86 | Expand programs held during the Summer when school is not in session, particularly for basketball, swimming and summer reading programs. | Medium Priority | Immediate | ▪ PRNS (Recreation & Community Services) ▪ Library | ▪ RACS | ▪ City budget |
| 87 | Develop esteem-building and leadership programs for youth. | Medium Priority | Immediate-Short | ▪ PRNS (Recreation & Community Services) | ▪ RACS | ▪ City budget |
| 88 | Expand programs for youth at Starbird Park. | Medium Priority | Immediate-Short | ▪ PRNS (Recreation & Community Services) | ▪ RACS | ▪ City budget |
| 89 | Provide outreach and posting of Starbird Park activity schedules. | Low Priority | Immediate | ▪ PRNS (Recreation & Community Services) | ▪ RACS | ▪ City budget |

BLACKFORD

NEIGHBORHOOD
IMPROVEMENT PLAN

Implementation

Implementation

This *Neighborhood Improvement Plan* represents the first step in making improvements in the Blackford neighborhood. The plan sets forth a set of ideas and actions that serve as a focus for continued community participation in working toward achieving neighborhood improvement actions. This *Plan* should be treated as a "living document" by which goals, objectives, core values and big ideas are reconsidered and redefined as actions are accomplished and new actions are considered.

The adoption of this *Blackford Neighborhood Improvement Plan* does not constitute the final decision on specific actions, but rather provides a framework for future actions. As each action item is "implemented" there will be additional chances for community review about the steps to be taken to advance the project.

A well-defined implementation program is essential to completing the priority actions of the *Blackford Neighborhood Improvement Plan*. Strategies and action steps outlined in the previous section are the key ingredients to successful plans. However, they require a great deal of leadership and commitment from City departments and agencies, local businesses, as well as continuing involvement of the Neighborhood Advisory Committee (NAC) and other community groups in responsibly guiding the *Blackford Neighborhood Improvement Plan* into the future.

ROLE OF THE NEIGHBORHOOD ADVISORY COMMITTEE

The Neighborhood Advisory Committee, or NAC, has been the lead group in working with the community to develop the *Neighborhood Improvement Plan*. This committee has successfully created a vision for the community, and has developed priority actions, which will help to achieve the community vision.

This *Plan* envisions the NAC as the pivotal organization responsible for the continuing life and success of the plan. The growth of the NAC into a cohesive planning body, capable of sustaining the interest of the community, and sponsoring broad community participation over the coming years, should be a top priority for the committee. Several of the NAC's primary responsibilities during the implementation phase of the project will be to:

- Champion the implementation of Blackford's top ten priority actions, seek funding from the City and other funding sources, and ensure project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on the status of projects in Blackford;
- Periodically review the action plan and reset priorities based on past accomplishments and existing conditions; and
- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within Blackford.

As part of the plan implementation process, the NAC should adhere to the following guiding principles to help ensure the community's goals and objectives are achieved through the completion of the priority actions.

- **Build on Strengths**

The Blackford neighborhood has many identified assets and strengths. Community strengths include dedicated residents, existing infrastructure and facilities, and neighborhood programs and services. The community must continue to support existing programs and projects, and build on these strengths as a step towards implementing priority actions.

- **Develop a Realistic Timeframe**

Not all of the actions contained in the *Blackford Neighborhood Improvement Plan* can (or should) happen immediately. The top ten priority actions offer a guide for staging neighborhood improvements.

- **Identify Roles and Responsibilities**

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The strategic action portion of this *Neighborhood Improvement Plan* identifies lead responsibilities and partnerships. The NAC will continue to work with the responsible organizations to determine action steps and roles.

- **Establish Measurable Performance Indicators**

In order to determine whether or not an action has been completed, it is necessary to create measures of success. It is important that the community can objectively measure these indicators so that success of neighborhood improvements cannot be left open to interpretation. Easily measured outcomes also provide concrete and realistic goals and objectives.

- **Monitor and Evaluate Ongoing Progress**

A neighborhood improvement plan is not static. Strategic planning is dynamic and can change as projects are completed and the community collectively identifies new directions. Over time, resources, opportunities, and new challenges will present themselves to the community.

NAC planning activities will need to follow a decision-making process, which emphasizes balancing short-term and long-term achievements, development of realistic timeframes, constant communication with lead agency staffs in determining action steps and responsibilities and dedication to monitoring and evaluating the progress and success of actions when completed.

Regular updates to the *Blackford Neighborhood Improvement Plan* are necessary to ensure continued progress towards achieving the community's vision. Periodic assessments of the plan help to identify barriers and to determine if mid-course corrections are needed, and also help to identify accomplishments. Demonstrated achievements can help to sustain or increase community support for the *Plan*.

IMPLEMENTATION FUNDING PROGRAM

One of the key components of success for the actions identified in the *Neighborhood Improvement Plan* is the availability of funding. There are several sources of funding available for the top ten priority actions and other improvement actions identified in this plan. Some funding for the implementation of these actions is likely to come from the Strong Neighborhoods Initiative funds being invested by the Redevelopment Agency and City in the overall Strong Neighborhoods Initiative. However, implementation of the top ten and other elements of the action plan will require identification and procurement of funds from other sources. The City's Capital Improvement Program (CIP) is an ongoing source for funding other elements of the action program. Another principal federal funding source is Community Development Block Grants (CDBG) funds.

The creation of a new Redevelopment Project Area, which includes all 20 Strong Neighborhoods Initiative areas, will make it possible to issue improvement bonds, as appropriate, for project funding. The lifetime of the redevelopment project area will be twenty years.

LEAD AGENCIES AND DEPARTMENTS: ROLES AND RESPONSIBILITIES

The Neighborhood Team consisting of representatives from Code Enforcement, Planning, Neighborhood Services, and the Redevelopment Agency, will continue to provide support to the Blackford community throughout the implementation phase. The Community Coordinator from the Neighborhood Services Division and/or the Development Officer from the Redevelopment Agency have the lead role in coordinating the implementation efforts and will take the lead in working with the NAC, City departments, and outside agencies to implement the *Neighborhood Improvement Plan*.

The innovative steps taken by the City of San Jose in reorganizing City departments and agencies to provide effective response to the Strong Neighborhoods Initiative is noteworthy, and will contribute to successful plan implementation. The process of establishing lead agency responsibilities for various programs is based on traditional agency roles as well as new assignments. Because the Strong Neighborhoods Initiative is new and innovative, agency roles and capabilities will no doubt evolve as staffs and departments gain experience in serving the needs of the program effort. The coming years will be an exciting time for both the communities, the members of the various NAC groups, the staff and government officials of the City as new roles and responsibilities are formulated.

The matrix on the previous pages illustrates the lead responsibilities and partners, including City Service Areas (CSAs), who will work together to ensure plan implementation. City Service Areas integrate services provided in individual departments into the City's six key lines of business: Economic and Neighborhood Development, Environment and Utility Services, Public Safety, Recreation and Cultural Services, Aviation and Transportation. An additional CSA referred to as Strategic Support, represents the internal functions the other six CSAs need to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning, for setting policies, and investment decisions, which are then carried out through departmental core and operational services.

There are many City departments and agencies that share responsibility for ensuring successful plan implementation and community involvement. Following is a list of the main lead agencies and departments, with brief descriptions of their responsibilities.

- The Neighborhood Services Division of the Department of Parks, Recreation and Neighborhood Services (PRNS) is the lead City department responsible for overseeing plan implementation and will play a role in many of the top ten priority actions. Additionally, PRNS will work with the NAC to ensure continued community involvement and communication. The Parks Division of PRNS plans open space/parks/trails, and the Recreation Division operates community facilities and programs.

- The Department of Planning, Building, and Code Enforcement (PBCE) will be responsible for interpreting the *Plan*, linking *Plan* elements to new development projects, and delivering Code Enforcement Services.
- The San José Redevelopment Agency (SJRA) will provide funding and will oversee *Plan* implementation for redevelopment projects. In some areas SJRA will serve as the lead department responsible for overseeing *Plan* implementation.
- The Department of Transportation (DOT) is an integral part of ensuring implementation of transportation-related improvements. The DOT is responsible for many programs that are included in the *Blackford Neighborhood Improvement Plan*, such as sidewalk improvements, street right-of-way improvements, street lights, managing city street trees and landscaping programs.
- The Department of Public Works (DPW) is responsible for planning, design, and construction services for facilities and infrastructure. For some of the Blackford action strategies, the DPW will be working with other City departments, such as the DOT, to provide upgrades to existing infrastructure.

These departments and agencies will work with other City departments, regional agencies, neighborhood associations and community members to ensure the success of neighborhood improvement strategies in Blackford.

GLOSSARY OF ACRONYMS

| | |
|------|--|
| CAP | Community Action and Pride Grant |
| CBO | Community-Based Organization |
| CDBG | Community Development Block Grant |
| CIP | Capital Improvement Program |
| DOT | Department of Transportation |
| DPW | Department of Public Works |
| EAND | Economic and Neighborhood Development |
| EAUS | Environment and Utility Services |
| ESD | Environmental Services Division |
| OED | Office of Economic Development |
| PBCE | Department of Planning, Building and Code Enforcement |
| PRNS | Department of Parks, Recreation and Neighborhood Services |
| PSS | Public Safety Services |
| RAC | Recreation and Cultural Services |
| RFQ | Request for Qualifications |
| SJRA | San José Redevelopment Agency |
| SNI | Strong Neighborhoods Initiative |
| TS | Transportation Services |
| VTA | Valley Transportation Authority |